

## Terms of Reference

**National or International consultants:** International or National

**Description of the assignment (Title of consultancy):**

Crisis Prevention and Recovery Programme Outcome Evaluation.

**Project Title:** Crisis Prevention and Recovery Programme

**Period of assignment/services:** 2 months

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**A. Introduction**

UNDP in Lebanon would like to commission an outcome evaluation to assess the results of UNDP's development assistance related to Crisis Prevention & Recovery (CPR). The proposed evaluation will primarily evaluate the country programme outcome(s) in this practice area and related outputs implemented under the Lebanon's Country Programme Document 2017-2020 (CPD).<sup>1</sup> The evaluation is intended to provide forward looking recommendations to the Crisis Prevention & Recovery programme in the new cycle of UNDP Lebanon Country Programme.

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<http://www.lb.undp.org/content/dam/lebanon/docs/Operations/LegalFramework/CPD%20Lebanon%202017-2020%20EB%20Final.pdf>

## B. Background Information

Within the 2017 – 2020 programme cycle, UNDP Lebanon focuses on four programme priorities:

1. ***Promoting transformative dialogue and maintenance of peace***
2. ***Strengthening national governance***
3. ***Bolstering the resilience of vulnerable communities***
4. ***Improving environmental governance***

UNDP addresses the first programme priority through a range of interventions within the CPR Programme. CPR-related interventions focus on the following strategic approaches:

- (a) Support the creation and expansion of spaces where people can engage in dialogue by developing the capacities of women and youth; documenting social innovations that arise from sub-national initiatives; supporting platforms for knowledge sharing and diffusion, and working with the media to promote the peace agenda.
- (b) Create a peaceful environment where open discourse flourish. UNDP is working with the government to consolidate local and national peace structures; encourage greater participation of women and youth; implement sensitive policing systems and strengthen MOIM security cells for improved conflict risk analysis, monitoring and response (with a focus on compliance with human rights standards and prevention agenda).

The CPD also makes reference to the on-going Syrian refugees crisis which has impacted Lebanon on many fronts. Although the response to the crisis is covered in the Lebanon Crisis Response Plan which is a joint UN and Government approach, the UNDP CPD includes interventions specific to the responses within the UNDP's programme of action.

UNDP in Lebanon approach to crisis prevention and recovery is aligned with the **UN Strategic Framework 2017-2020 (UNSF)** – an integrated planning document for UN organizations in Lebanon. Peace and security for all people in Lebanon is one of the pillars of the UNSF. UNSF focuses on territorial integrity, internal security, law and order, and the institutionalization of mechanisms to promote peace and prevent, mitigate and manage conflict at municipal and local levels. UNDP's CPR Programme **primarily contributes** to the achievement of UNSF Outcome 1.2 – Lebanese authorities are better equipped to maintain internal security and law and order in accordance with human rights principles and Outcome 1.3 - Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at municipal and local level. UNDP reports against the following outcome indicators:

- CPD indicator 1.1: No. of viable thematic recommendations formulated from the national dialogue
- CPD indicator 1.2 and UNSF Outcome indicator 1.3.2: No. of structures/mechanisms comprising Lebanese and refugee communities that play an active role in dispute resolution and conflict prevention.
- CPD indicator 1.3 and UNSF Outcome indicator 1.2.1: No. of municipalities providing

policing services in line with regulatory framework and Code of Conduct<sup>2</sup>

The following outputs with their respective indicator falling under these outcomes, as stated in UNDP Lebanon CPD 2017-2020, are to be part of this evaluation:

- Output 1.1. Evidence-based dialogue on key national issues institutionalized at all levels
  - o Indicator 1.1.1. Reach (% female) of theme-based dialogue processes
- Output 1.2. Systems and capacities in place to monitor tensions and maintain peace
  - o Indicator 1.2.1: No. of local peace structures operating (including, community, school and Palestinian gathering based)
  - o Indicator 1.2.2: % female representation in peace structures
  - o Indicator 1.2.3: No. of conflict risk analyses produced
  - o Indicator 1.2.4: No. of security cell reports produced
  - o Indicator 1.2.4: No. of risks detected through conflict risk analysis and security cell reports responded to.
- Output 1.3. Systems and capacities in place to govern municipal police roles
  - o Indicator 1.3.1: No. of municipal police units trained to uphold standard operating procedures and Code of Conduct under the leadership of Ministry of Interior and Municipalities supported by UNDP

UNDP CPR **also contributes** to the achievement of UNSF Outcome 2.1 - Government's ability to improve the performance of institutions and promote participation and accountability increased and Outcome 3.1 - Productive sectors strengthened to promote inclusive growth and local development especially in most disadvantaged areas. In relation to these outcomes, CPR reports against the following outcome indicators:

- Indicator 3.1.1 # of people accessing new and decent short and long-term employment through policy support and employment creation programmes within Lebanese law (disaggregated by gender and age as well as Lebanese and refugees).
- Indicator 3.1.2 # of people with improved access to local, communal infrastructure and services in the 251 most vulnerable cadastres (disaggregated by gender and age as well as Lebanese and refugees).

UNDP's CPR currently consists of 8 projects: (i) Lebanese Palestinian Dialogue Committee (LPDC); (ii) Palestinian Gatherings; (iii) Peace building in Lebanon; (iv) Employment & Peacebuilding; (v) Community Security and Access to Justice, (vi) Disaster Risk Management; (vii) Lebanese Mine Action Center, (viii) Prevention of Violent Extremism.

Since 2015 (the baseline year for UNDP CPD), key achievements within the CPR are:

- 118 community dialogue mechanisms established
- The capacity of MoSA in conflict prevention strengthened by training more than 100 Social Development Center employees
- Standard Operating Procedures and Code of Conduct for the Municipal Police endorsed.
- The implementation of the Census in Palestinian Camps and Gatherings
- Several Palestinian gatherings are included in the municipal service plans. Neighborhood

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<sup>2</sup> Further details, including outputs and output indicators, means of verification in the CPD for Lebanon 2017-2020

Improvement Plans are developed for the gatherings in Shabriha, Old Saida and Daouk.

- Governorate leaders empowered to adopt DRM on their Agenda
- Adoption of the new National Mine Action Standards in line with international ones

The number and types of projects have changed throughout the CPD cycle depending on time frames and donor financing, but they continued to feed into the strategic objectives of the CPD. The annual programme delivery is US\$ 10,887,000, US\$11,532,000, US\$7,684,000 in 2016, 2017 and 2018 respectively. Further details about CPR Programme are provided in Annex 1.<sup>3</sup>

Principal partners of UNDP in relation to the CPR programme are: Prime Minister's Office (PMO), Ministry of Social Affairs (MoSA), Ministry of Interior and Municipalities (MoIM), Lebanese Armed Forces/Lebanon Mine Action center (LAF/LMAC), Internal Security Forces (ISF), Ministry of Education and Higher Education (MEHE), ILO, UNICEF, UNHCR, UNRWA. In the implementation of projects related to the CPR programme, UNDP acts both as a direct implementer (projects ii, iii, iv, v and viii mentioned above) and as support to a national implementing partner (projects i, vi and vii mentioned above).

### **C. Evaluation purpose**

The purpose of this outcome-level evaluation is to find out how UNDP in Lebanon has gone about supporting processes and building capacities that have, indeed, helped make a difference, and whether and to what extent the planned outcomes 1.2 and 1.3 of UNSF have been or are being achieved as a result of UNDP's work in the area of Conflict Prevention & Recovery covering the period 2017-2019. The evaluation should support UNDP accountability to national stakeholders and partners, serve as a means of quality assurance for UNDP interventions at the country level and contribute to learning at corporate, regional and country levels. In doing so, evaluation aims to identify which UNDP approaches have worked well and which have faced challenges, and to use lessons learned to improve future initiatives and generate knowledge for wider use. The evaluation is intended to **provide forward looking recommendations** to the Crisis Prevention & Recovery programme in the new cycle of UNDP Lebanon Country Programme.

### **D. Scope of Work and Objectives of the Evaluation**

UNDP intends to undertake an independent evaluation to assess the CPR Programme at the macro level covering the period 2017-2019. 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 relevant national counterparts including ministries, governorates and related agencies. The evaluation needs to assess to what extent UNDP managed to mainstream gender and to strengthen the application of rights-based approaches in its interventions. In order to make excluded or disadvantaged groups visible, to the extent possible, data should be disaggregated by gender, age, disability,

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<sup>3</sup> Annex 1: Presentation of CPR Programme.

ethnicity, wealth and other relevant differences where possible.<sup>4</sup> The evaluation should result in concrete and actionable recommendations for the proposed future programming.

The evaluation **will primarily focus** on assessing UNDP's contribution to the achievement of Outcome 1.2 and 1.3 of UNSF. The evaluation **will also assess** UNDP's contribution to the achievement of UNSF Outcome 2.1 and 3.1, with the scope limited to UNDP's interventions concerning Palestinian gatherings, Lebanese Mine Action Center and Lebanese-Palestinian Dialogue Committee.

The evaluation will use the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency and sustainability,<sup>5</sup> as defined and explained in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results and Outcome-level evaluation: a companion guide to the handbook on planning monitoring and evaluating for development results for programme units and evaluators.<sup>6</sup> The final report should comply with the UNEG Quality Checklist for Evaluation Reports.<sup>7</sup>

Concerning evaluation objectives, the evaluation should be able to:

- Assess the effectiveness and relevance of the UNDP's programme to meet the development priorities of the Government of Lebanon in the field of crisis prevention and recovery. The evaluation should provide information, which will feed in the UNDP country programme evaluation.
- Provide concrete and actionable recommendations (strategic and operational) for the formulation of new programme and project strategies. The recommendations should be primarily of **forward looking nature** to inform the new cycle of UNDP Lebanon Country Programme.
- Assess the programme implementation approach (operational procedures, structure, monitoring, control and evaluation procedures, financial and technical planning, project modality/structures) and their influence on the programme effectiveness. The evaluation should identify current areas of strengths, weaknesses and gaps.

## E. Evaluation criteria and key guiding questions

To define the information that the evaluation intends to generate, the potential evaluation questions have been developed (the questions are provided below under a relevant evaluation criterion). The questions may be amended at a later stage and upon consultation with the relevant stakeholders.

### 1. Relevance

The evaluator will assess the degree to which UNDP considers the local context and problems. The evaluator will assess the extent to which the UNDP's objectives are

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<sup>4</sup> For additional information, see UNEG Guidance Document, Integrating Human Rights and Gender Equality in Evaluations here: <http://www.uneval.org/document/detail/980>

<sup>5</sup> UNDP considers that these criteria are the most pertinent given the purpose of the evaluation.

<sup>6</sup> For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), p. 168. The companion guide is available [here](#).

<sup>7</sup> [UNEG Quality Checklist for Evaluation Reports](#)

consistent with national and local policies and the needs of intended beneficiaries (including connections to SDGs, government strategies and activities of other organizations). Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- To what extent is UNDP support relevant to the country's development priorities as defined in as sectoral programs of relevant line ministries?
- What has been the ability of the CPR to contribute to higher-level results, including the results of the UNDP strategic plan and relevant SDGs?
- How did the CPR promote the principles of gender equality, human rights- based approach, and conflict sensitivity?
- To what extent is program/project design relevant in addressing the identified priority needs in CPD 2017 – 2020?
- To what extent UNDP's outcome-level results are relevant to and consistent with national priorities and obligations in line with international conventions?
- Which programme areas are the most relevant and strategic for UNDP to consider going forward?
- To what extent has the CPR programme managed to promote conflict sensitivity within the Lebanon Host Communities Support programme (LHSP)? Conflict-sensitivity includes, inter alia: (i) strong understanding of the context (e.g. root causes of conflict, drivers of conflict and drivers of peace, as well as conflict dynamics); (ii) understanding of the interaction between the intervention and the context; (iii) "systematically taking into account both the positive and negative impacts of interventions, in terms of conflict or peace dynamics, on the contexts in which they are undertaken, and, conversely, the implications of these contexts for the design and implementation of interventions."<sup>8</sup>

## **2. Effectiveness**

The evaluator will assess the extent to which UNDP contributed to the achievement of Outcome 1.2 and 1.3, 2.1 and 3.1 as described above. In evaluating effectiveness, it is useful to consider: 1) if the planning activities are coherent with the overall objectives and project purpose; 2) the analysis of principal factors influencing the achievement or non-achievement of the objectives. Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- What has been the progress towards the achievement of the targets in the UNSF Outcome 1.2, 1.3, 2.1 and 3.1?
- How have corresponding outputs delivered by UNDP affected the outcomes, and in what ways have they been effective?
- What is the likelihood of the achieving the abovementioned outcomes within the 2017-2020 programming cycle? What are the key challenges to the achievement of the outcomes? What has been UNDP's contribution to change?
- What have been the key results and changes? How has delivery of outputs led to outcome level progress? Are there any unexpected outcomes being achieved beyond the planned outcome?

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<sup>8</sup> For further guidance, please see <http://www.oecd.org/dac/conflict-fragility-resilience/publications/4312151e.pdf>

- To what extent has UNDP succeeded in national partners' capacity development, advocacy on conflict prevention and recovery including sustainable development goals?
- To what extent has UNDP succeeded in building partnership with civil society and local communities to promote conflict prevention and peace building environmental and disaster risk awareness in the Country?
- To what extent has the results at the outcome and outputs levels have benefitted women and men equitably and to what extent have marginalised groups benefited?

### **3. Efficiency**

The evaluator will assess how economically resources or inputs have been converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Under this evaluation criterion the evaluator should, inter alia, answer the following questions:

- How much time, resources and effort it takes to manage the CPR programme, what could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the CPR programme?
- To what extent have the programme or project outputs resulted from economic use of resources?
- To what extent did monitoring systems, including risk management, provide data that allowed the programme to learn and adjust implementation accordingly?
- To what extent were partnership modalities conducive to the delivery of outputs? What have been roles, engagement and coordination among the stakeholders? Have UNDP succeeded in building synergies and leveraging with other programs and development agencies in the country, including UNCT programming and implementation. To what extent has UNDP managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes?
- What are the possible areas of partnerships with other national institutions, NGOs, UN Agencies, private sector and development partners?
- How did UNDP promote gender equality, human rights and human development in the delivery of outputs?

### **4. Sustainability**

The evaluator will assess to what extent intervention benefits will continue even after the external development assistance is concluded and the principal factors influencing the achievement or non-achievement of the interventions' sustainability.

- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (e.g. systems, structures and staff)?
- To what extent do the UNDP established mechanisms ensure sustainability of the policymaking interventions?
- To what extent has engagement in triangular and South-South Cooperation and knowledge management contributed to the sustainability of the programme?
- How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?

## F. Methodology and Approach

The methodology described in this section is **UNDP's suggestion** that will likely yield the most reliable and valid answers to the evaluation questions. However, **final decisions** about the specific design and methods for evaluation should emerge from **consultations among UNDP, the evaluator, and key stakeholders**.

UNDP suggests the evaluation to rely on:

1. **Desk review** of all relevant documentation prepared by the UNDP programme, including but not limited to the following:
  - United Nations Strategic Framework in Lebanon
  - Country Programme Document
  - UNDP Lebanon website
  - UNDP Annual Report (ROAR) for 2017 and 2018
  - Financial overview of projects (excel sheet)
  - Presentation: overview of the programme
  - Project documents: (i) Lebanese Palestinian Dialogue Committee (LPDC); (ii) Palestinian Gatherings; (iii) Peace building in Lebanon; (iv) Employment & Peacebuilding; (v) Community Security and Access to Justice, (vi) Disaster Risk Management; (vii) Lebanese Mine Action Center, (viii) Prevention of Violent Extremism
  - Sample project evaluations and project donor reports
  - Annual and quarterly project reports
2. **Semi-structured interviews** with stakeholders who have worked with UNDP in the field of conflict prevention. This method includes, inter alia: (i) Development of evaluation questions around relevance, efficiency, effectiveness, and sustainability designed for different stakeholders to be interviewed; (ii) Key informant interviews and focus group discussions with beneficiaries and stakeholders.

The evaluator is expected to follow a collaborative and participatory approach ensuring close engagement with the CPR Team, government counterparts, the UNDP Country Office(s) and other key stakeholders. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals. The tentative suggestion is to perform around 45 – 50 interviews. UNDP will facilitate the organization of the interviews. The preliminary list of interviews is provided below:

- Ministry of Social Affairs: 2 persons
- Ministry of Interior and Municipalities and ISF: 2 persons
- Council for Development and Reconstruction: 1 person
- Lebanese Mine Action Centre: 2 Persons
- Programme donors: 4 persons;
- CPR Programme staff and project managers: 10 persons;

- Other UNDP Programmes: 2 persons;
- Other UN agencies: 4 persons.
- Civil sector organisations/NGOs and local committees/municipalities. The interviews will specifically cover key international and national NGOs working with the social tensions data: 8 persons.
- Municipalities and Social Development Centre that have received UNDP support related to ensuring social stability: 4 persons.
- Academic institutions: 1 person
- UNDP RR and ARR: 2 persons
- Other direct beneficiaries of the CPR programme: 6 persons

**3. Field visits: at least 4 field visits** will be organised during the mission to some of the project sites depending on availability and time schedule. Interviews with beneficiaries and local community will be organised to provide the evaluator the opportunity to validate the results.

## **G. Deliverables and Reporting Requirement**

The Consultant is expected to complete and submit the deliverables as detailed hereafter in English version, to be delivered in one original hard copy and one electronic soft copy each, preferably in Microsoft Word format.

The Consultant should submit one soft copy of the first draft of his/her report. The final report shall be submitted within 2 weeks from receiving the comments of UNDP on the draft report.

**Deliverable 1:** Evaluation inception report, totalling not more than 15 pages plus annexes. The inception report should be prepared by the evaluator before going into the full-fledged evaluation exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report should include an evaluation matrix, which specifies both principal and specific evaluation questions, data sources, data collection methods. The inception report provides the programme unit and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. The programme unit and key stakeholders in the evaluation should review the inception report to ensure that the evaluation meets the required quality criteria. The inception report **should comply with the standards outlined in the UNDP companion guide to outcome-level evaluations.**<sup>9</sup>

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<sup>9</sup> [http://web.undp.org/evaluation/documents/guidance/UNDP\\_Guidance\\_on\\_Outcome-Level%20 Evaluation\\_2011.pdf](http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20Evaluation_2011.pdf)

**Deliverable 2:** Draft evaluation report, totalling not more than 40 pages plus annexes, with an executive summary of not more than 3 pages describing key findings and recommendations. The programme unit and key stakeholders in the evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria. The evaluator will ensure that the report, to the extent possible, complies with the [UNEG Quality Checklist for Evaluation Reports](#). Together with the final evaluation report, the evaluator will submit a brief summary (not more than 2 pages) describing how each point of the UNEG Quality Checklist for Evaluation Reports points have (or have not) been addressed.

**Deliverable 3:** Evaluation report audit trail: Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to how the evaluator has addressed comments.

**Deliverable 4:** Final evaluation report.

**Deliverable 5:** Evaluation brief and a power point presentation for UNDP management.

## H. Schedule

Deliverable number	Description	# of working days	Expected date of completion from contract signature	Payment
Deliverable 1	Inception report, including workplan and schedule	7	Week 3	20%
Deliverable 2	Draft report and draft presentation	20	week 7	30%
Deliverables 3, 4, 5	Final report and final presentation	5	Week 10	50%

## I. Evaluation Report Format

The expected output of the evaluation is a comprehensive report which includes recommendations and suggestion for programme improvement. The outline of the report should be in line with UNDP guidelines, as defined and explained in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.<sup>10</sup> The report should include (but not be limited to) the following:

- Executive summary
- Introduction/background
- Programme objectives and its development context
- Purpose and scope of the evaluation
- Evaluation approach and methods
  - o Data sources, data collection procedures and instruments
  - o Evaluability

<sup>10</sup> For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), p. 168.

- Data analysis
- Major limitations of the methodology (including steps taken to mitigate them)
- Findings
  1. Programme effectiveness
  2. Relevance
  3. Efficiency
  4. Sustainability
  5. Monitoring and Evaluation (including risk management)
- Conclusions
- Recommendations
- Lessons learned
- Annexes

## **J. Guidance Documents**

The evaluation should be based on UNDP's evaluation policy and other supporting documents, including but not limited to the below:

- Handbook on Planning, Monitoring and Evaluating for Development Results (available online: <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>)
- Outcome-level evaluation: a companion guide to the handbook on planning monitoring and evaluating for development results for programme units and evaluators (available online: [http://web.undp.org/evaluation/documents/guidance/UNDP Guidance on Outcome-Level%20 Evaluation 2011.pdf](http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20Evaluation_2011.pdf) )
- The evaluation policy of UNDP <http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf>
- [UNEG Quality Checklist for Evaluation Reports](#)

## **K. Institutional Arrangements**

UNDP has full ownership of the activity and of its final product. Thus, any public mention (including through social media) about the activity should state clearly that ownership. In addition, any public appearance or related published work related to the activity should be coordinated and approved by UNDP in advance. Any visibility material or product produced for this assignment must be in the name of UNDP.

The principal responsibility for managing this evaluation resides with the UNDP Lebanon Country Office, Energy and Environment Programme unit. UNDP Lebanon office will contract the consultant and ensure the timely provision of travel arrangements within the country.

- **Responsibilities of the evaluator:**

- Allocate an Evaluation Team with the needed skills<sup>11</sup> to carry out the assignment. The evaluation will be fully independent, the evaluation team will retain enough flexibility to determine the best approach in collecting and analyzing data for the outcome evaluation;
- Responsible of all logistics to and from Lebanon and to and from the hotel in Beirut to the UNDP Country Office;
- Responsible for the follow-up on attaining all documents and reports as needed.

- **Responsibilities of UNDP**

To facilitate the evaluation process, the CPR Team will assist in connecting the evaluator with the senior management, and key stakeholders. In addition, the UNDP will assist in organizing the field visits and meetings. During the evaluation, UNDP will help identify key partners for interviews by the evaluation team.

## **L. Evaluation ethics**

Evaluations in UNDP shall be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation”.

## **M. Qualifications Required**

Consultant must have work experience with development and CPR-related projects with UN or international organisations/NGOs and previous evaluation experience. Willingness to travel to Lebanon is a requirement.

The Consultant should possess the following minimum qualifications:

- i. Academic Qualifications:**

Advanced University degree in political science, development studies or closely related field.

- ii. Years of Experience:**

- a. The Consultant should have a minimum of 10 years of professional experience in Projects M&E, preferable in CPR-related projects and programmes;
- b. The Consultant should have previously completed at least 3 similar evaluations;
- c. Good knowledge of procedures governing the implementation and management of internationally funded projects and programme;
- d. Knowledge of the national or regional situation and context is an asset.

- iii. Competencies:**

- a. Good communication skills in English;
- b. French and Arabic are a plus;
- c. Outstanding writing skills demonstrated through previous publications;
- d. Ability to collect and analyze information from a variety of sources;

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<sup>11</sup> Please refer to section M.

- e. Proficiency in computer use.

**N. Duration of Contract**

The overall duration of the tasks covered by this ToR has been estimated not to exceed 32 working days, including the mission to Beirut and related desk-work, over a period of 2 months. This should include a mission to Lebanon of at least 5 man-days during this time period.

**O. Criteria for selection of the best offers**

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

The award of the contract should be made to the individual Consultant whose offer has received the highest score out of the following criteria:

Technical Competency (Qualifications and Interview) Criteria weight: 70%

Financial Criteria weight: 30%

Only candidates having the minimum qualifications will be invited for an Interview.

Only candidates obtaining a minimum combined score (Technical and Interview) of 70 points would be considered for the financial evaluation.

The following criteria shall serve as basis for evaluating offers.

Criteria	Weight	Max. Point
Technical Competence	70%	100
<i>Criteria A: Education and Background</i> Academic Qualifications (relevant) Master's degree: (10 points) PhD: (12 points) Relevant trainings/certificates: + 3 Points		15
<i>Criteria B: Experience</i> 15 points being assigned to candidates with 10 - 12 years of relevant experience  20 points being assigned to candidates with more than 12 years relevant experience  5 additional points being assigned to candidates with solid understanding of Lebanese context, including political developments, public administration, organizational structure		25
<i>Criteria C: Evaluations Conducted</i>		40

<p>25 points being assigned to candidates with some experience in conducting CPR-related evaluations (3-5 evaluation reports referred to);</p> <p>30 points being assigned to candidates with significant experience in conducting CPR-related evaluations (more than 5 evaluation reports referred to);</p> <p>10 points being assigned to candidates having experience in conducting at least two <b>outcome-level</b> evaluations for UN/international organization</p>		
<p><i>Criteria D: Interview</i></p> <p>15 points being assigned to candidates who demonstrate fair skills and knowledge</p> <p>20 points being assigned to candidates who demonstrate good skills and knowledge</p>		20
Financial (Lower Offer/Offer100)	30%	100
Total Score	Technical Score * 0.7 + Financial Score * 0.3	

**P. Duty station**

This is a field task; meetings and all the activities related to the consultancy are conducted across Lebanon.

Preliminary meetings as well as further meetings will take place in Beirut Office depending on the needs identified.

The consultant shall rely on his/her own means of transportation, communication, etc. and shall take these fees into consideration while preparing the financial offer.

**Q. Scope of Price Proposal and Schedule of Payments**

All proposals must include a technical and financial offer be expressed in lump sum taking the following into consideration:

- i) the lump sum amount must be “all-inclusive<sup>12</sup>”;
- ii) the contract price is fixed regardless of changes in the cost components.

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<sup>12</sup> The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal.

Payment will proceed as following:

20 % of the total lumpsum upon submission of deliverable 1, validated by UNDP;

30 % of the total lumpsum upon submission of deliverable 2, validated by UNDP.

50 % of the total lumpsum upon submission of deliverables 3,4,5, validated by UNDP.