

Request Form and Terms of Reference for Individual Contractor (IC)

Requisition Number:

National or International consultants: International or National

Description of the assignment (Title of consultancy):

LMAC - EVALUATION OF THE FOURTH PHASE (2016-2019)

Project Title: ENHANCING THE CAPACITY OF THE LEBANON MINE ACTION CENTER – LMAC

Period of assignment/services: 2 months

Is this a LTA (yes/no): No

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1 Introduction

UNDP in Lebanon would like to commission a terminal evaluation to assess the results of the project: Enhancing the capacity of the Lebanon Mine Action Center (LMAC). The evaluation is intended to provide actionable, forward looking recommendations to the UNDP Crisis Prevention & Recovery programme.

2 Background and context

The problem of mines and explosive remnants of war (ERW) in Lebanon has accumulated over four decades of internal and external conflict, resulting in the contamination of vast swathes of land. It is estimated that the contaminated land yet remaining to be cleared as at the end of 2018 amounted to around 42 million square meters, of which an estimated 75% can be used for agricultural purposes. The graph below provides a snapshot of the level of contamination (in red) and the progress of clearance (in green) achieved to date.

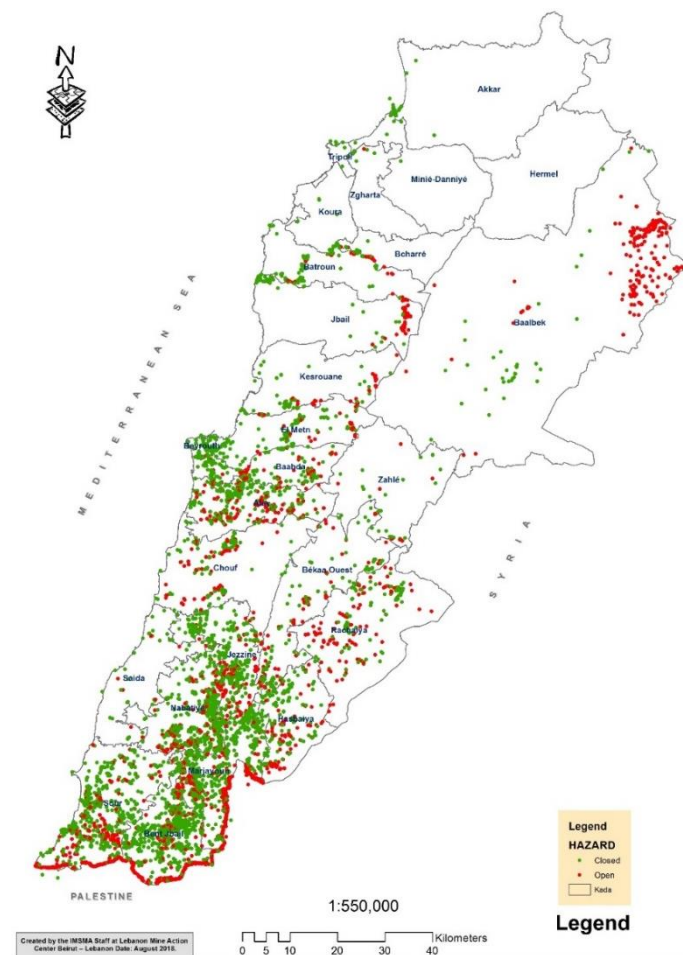


Figure 1: Contamination levels and progress of clearance activities

To address this devastating problem of mines and ERW, in 1988, the Council of Ministers established the Lebanon Mine Action Authority (LMAA), which is chaired by the Minister of Defense and gave this authority the responsibility to plan and implement the Lebanon Mine Action Programme (LMAP). To further structure the work, in 2007, a National Mine Action Policy was issued, outlining roles and responsibilities within the LMAP and directly engaging relevant ministries. Through this policy, the Lebanon Mine Action Center (LMAC) was designated as the responsible body to execute and coordinate the LMAP on behalf of the LMAA. From here stemmed the urgent need to build the capacity of the LMAC to enable it to implement the policy, while concurrently promoting the capacity of army personnel to adopt a humanitarian approach rather than a pure military approach.

The support of an international body such as the UNDP with experience in mine action and capacity building of Lebanese public institutions became relevant noting that local organizations and institutions had very little capacity to take on this responsibility.

After 12 years of work, and despite accomplishments and successes, the problem of mines remains particularly pressing due to high population density and the presence of significant areas of unusable land (i.e. mountains); both of these factors make it particularly important that any contaminated land is freed of mines.

Rural land is increasingly sought for economic purposes, and mine contamination inhibits this usage, restricting the livelihoods of marginalized and vulnerable rural communities. Unfortunately, and as elaborated by the World Bank, “the presence of landmines inhibits rehabilitation and reconstruction, agricultural development, access to education and health services, rehabilitation and expansion of infrastructure, and the revival of trade and investment”.

One way to decrease the impact of mines is to provide support to persons and communities which have already fallen victim to mines. Sadly, the LMAC has registered 3,804 victims to date, mainly coming from vulnerable and disadvantaged communities, including 11% female victims. In 2018 22 victims were registered, 5 victims in the first quarter of 2019 (3 out of 5 are Syrian nationals and 4 are in the south while 1 is in the north-east border region). While the number of casualties has decreased compared to 2017, it is still quite high compared to the years before the contamination of the north-eastern border (2016 recorded 7 victims).

Beyond immediate emergency and medical support, these victims require ongoing assistance to help them recover. Moreover, on a more strategic level, victims need laws and implementation mechanisms to support their reintegration. Although the Government of Lebanon (GoL) has adopted in 2000 the Law 220/2000 on the Rights of Persons with Disabilities, including mine victims by default, to date, implementation mechanisms remain non-existent, and addressing this problem is another core issue.

Concurrently, with the increased number of victims, the need for precautionary measures is accentuated, such as the persistent need for a larger scale Explosive Ordnance Risk Education (EORE). LMAC offers EORE sessions with a special focus on schools, however, despite efforts, EORE remains disconnected from the Lebanese educational curriculum and highly reliant on the effort of the civil society. EORE activities targeting refugees remain also notably limited.

Despite considerable achievement through the years, LMAC faced equivalently significant challenges that put the Mine Action Community through some trials. Lebanon is an exceptional country as it welcomed more than 1 million displaced Syrian increasing the population in a couple of years by more than 30 %. Many of the makeshift camps were built near contaminated areas thereby increasing the exposure of civilians to risk. It is also worth mentioning that the National Mine Action Strategy has become even more relevant in light of the Lebanon Crisis Response Plan (LCRP) 2015-16 which describes how the GoL, along with its partners, plan to work jointly to reinforce stability to weather out the repercussions of the Syrian crisis while protecting Lebanon’s most vulnerable inhabitants, including Syrian refugees.

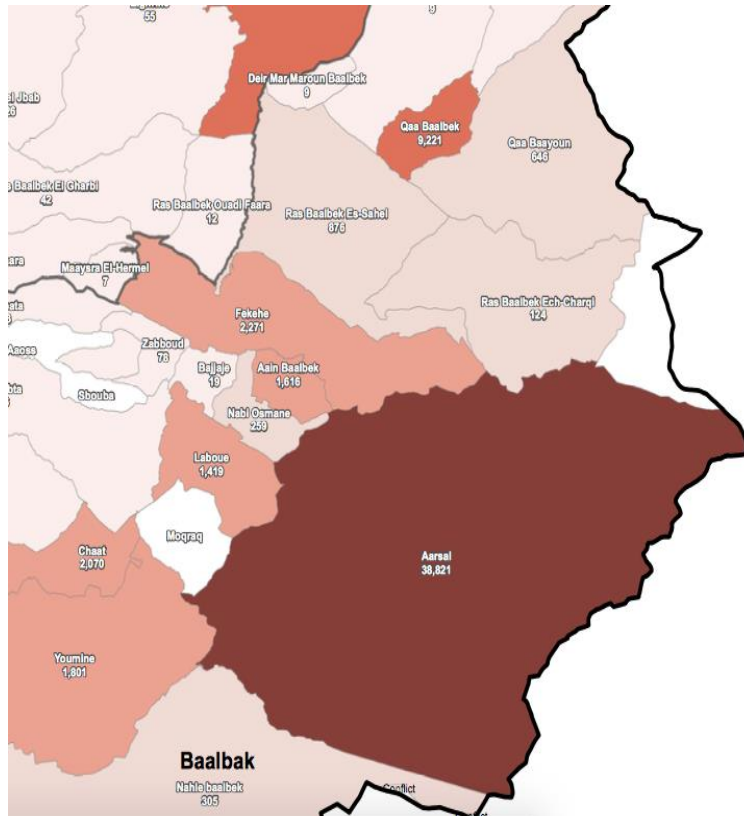


Figure 2: New contaminated areas on the Lebanese North-Eastern Borders

Another consequence of the Syrian crisis was the infiltration of terrorist groups including ISIS in the North-Eastern border of Lebanon, where they implanted Improvised Explosive Devices (IEDs). Accordingly, following their defeat to the Lebanese Armed Forces (LAF) in 2017, vast areas in that region were discovered to be contaminated with IEDs. The initial area to undergo a non-technical survey totaled around 300 km². Following the non-technical survey (NTS) operations 0.6 km² were designated as confirmed hazardous area (CHA) and 0.6 km² as suspected hazardous area (SHA). Clearing operations started in March 2019.

The impact of IEDs in the region has deprived residents of safe access to their lands and businesses and this fact continues to put mine-action authorities under great pressure to respond by moving faster on clearance operations or ensuring that contaminated areas are well marked and communities’ awareness is raised.

ENHANCING THE CAPACITY OF THE LEBANON MINE ACTION CENTER (LMAC) project

UNDP has been supporting the Lebanon Mine Action Center (LMAC) for over 10 years. The objective of UNDP’s support has been to provide advisory support and strengthen LMAC’s institutional capacities through the assistance, inter alia, to quality control and quality assurance of clearance operation, the development and update of national mine action standards, reporting

in line with Lebanon's international obligations, Mine Risk Education, Mine Victims Assistance and the Arab Regional Cooperation program. The current phase 4 of the project was drafted in 2015 with the objective of transferring all UNDP staff responsibilities to LMAC staff.

The results framework includes the following result statements:

- Overall objective: The impact of mines on the security and livelihood of the population in Lebanon and the region reduced through the promotion of sustainable government structures.
- Specific objective: The LMAC empowered and enabled to sustainably manage and address the humanitarian and development impact posed by mines, specifically in Lebanon and generally in the region, in line with its strategy 2011-2020.
- Expected results:
 - o R1: National capacity reinforced to document and prioritize clearance operations and the respective socio-economic impact
 - o R2: Impacted communities empowered and equipped to deal with the residual risk of mines
 - o R3: Victims enabled to socially and economically reintegrate into their communities
 - o R4: LMAC's institutional capacity strengthened to enable the LMAC to meet its national, regional, and international obligations as well as transfer its expertise to support stability, security, and territorial cohesion

However, circumstances on the international, national and institutional levels have evolved drastically necessitating adjustments in the project.

About 30% of mine victims are Syrian nationals. This has consequential impact on the number of people that need training on Mine Risks since LMAC outreach covers all residents on Lebanese soil. The UNDP project supported LMAC in expanding the MRE scope in line with changing circumstances.

On the institutional level in 2017, LMAC with the support of the French government and the UNDP project funded by the EU opened the Regional School for Humanitarian Demining in Lebanon. This school is accredited by Geneva International Center for Humanitarian Demining (GICHD) and is expected to cater to all Arab and Friendly countries in particular the countries in the region devastated by wars and the resulting problem of mines. The UNDP project supported the school's infrastructure and furnishing as well as developing a strategy. In 2018, UNDP has initiated a series of assessments to review and adjust project plans and budget. Following, the Lebanon Mine Action Strategy Second Milestone Review 2014-2016, the UNDP project engaged in several forms of evaluations to support LMAC in improving its effectiveness and efficiency and, consequently, to enable the institution to better serve its humanitarian cause. These assessments included: (i) an IT assessment to enable LMAC to be up to date on reporting and dashboard; (ii) a soft skills assessment to enhance communication, management and reporting skills of its officers; (iii) and socio-economic assessment to evaluate the long-term benefits of clearance.

The main objective of UNDP continues to be the transfer of knowledge to LMAC with a goal to phase out of UNDP staff. The project has already started the process of phasing out of UNDP staff through proper training and handing over the relevant tasks associated with the positions of radio operator, IMSMA Clerk and by the end of 2018 completion officer. This process has faced challenges due to the periodic rotation of officers.

In sum, based on the dramatic change in circumstances, the periodic rotations of officers, and following the exceptional enlargement of the scope of work with the launching of operations on the blue line and the North-Eastern border some positions need to be extended. For example, it has been proved difficult to replace Community Liaison Officers (CLOs), by military officers. This is due to two primary reasons: flexibility of movement and ease of getting information as civilian as opposed to military. Concerning the flexibility of movement, CLOs are faster to respond to community needs and requests, as they do not need a permission to travel by superior officers. Concerning the ease of getting information, through time the CLOs have established with the relationships with the communities, which are based on trust. The CLOs have developed intricate and solid networks in the communities allowing them to gather critical information and communicate better the goals and plans of LMAC.

Given the dramatic changes and following the 2nd country coalition meeting in September 2018 where stakeholders requested to update the strategy based on the exceptional changes, the UNDP project has started the process of supporting LMAC in developing a new strategy taking into consideration the new developments

In addition, based on the recommendations of the country coalition action points a technical working group was created and meets regularly facilitated by the Norway embassy and UNDP. The technical working groups are made up of representatives of clearing organizations and its main objective is to improve efficacy and efficiency of operations in conformity with standards while assuring safety and quality. This type of coordination and cooperation between stakeholders assures flexibility in conformity with standards and adaptation of international standards with national with field characteristics and particularities

UNDP also provides support on networking and fundraising on the national, regional, and international levels. The UNDP project also complements the army personnel with national staff having experience in the humanitarian and development fields. For example, the three CLOs employed by the project focus on networking with local communities, municipalities, and demining organizations to provide rapid response prior to deploying army teams; to coordinate clearance tasks prior to clearance initiation; and to facilitate handover after clearance.

UNDP Mine Action Advisor provides advisory support to the LMAC Director and Officers on networking with donors and members of the international community, on monitoring the progress of strategy implementations, on utilizing gathered information to support decision making, on promoting a participatory approach in project implementation, and on reporting on achievements and challenges. Through these various roles, the project enables informed planning based on a strategic direction, sound decision making, up-to-date project tracking and monitoring, high-level networking, and activity prioritization while concurrently building the

capacity of the LMAC to continue with all of these tasks after the project exists. Concurrently, at all times project staff have been paired with army personnel to support the transfer of experience as part of the exit.

Principal partners of the project are: 1) Government counterparts – Lebanese Armed Forces, Ministry of Education and Higher Education; 2) Clearance organizations - Mine Action Group; 3) International community – the Embassy of France, the Embassy of Norway, Foreign Commonwealth Office.

3 Evaluation purpose

The evaluation is necessary to account for several important processes, including the change in the type of contamination, the Risk education challenges for host communities, refugees and Internally displaced persons as well as the compliance of Lebanon to its international commitments. The purpose of this evaluation is to inform UNDP as well as key stakeholders on the results achieved to date, best programming strategy and approach and for future support to Lebanese Mine Action authority i.e. LMAC. The results of this evaluation will be used for the design of a new phase of the project. This evaluation will support the development of strategy for the potential next phase of the project.

4 Evaluation scope and objectives

UNDP intends to undertake an independent evaluation to assess "LMAC" project's results (expected results, specific objective and overall objective) at the macro level covering the period 2016-2019. 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. The evaluation needs to assess to what extent the project 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, ethnicity, wealth and other relevant differences where possible.

The evaluation will use the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, and sustainability, as defined and explained in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.¹ The final report should comply with the UNEG Quality Checklist for Evaluation Reports.²

The evaluation should be able to:

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), p. 168.

² [UNEG Quality Checklist for Evaluation Reports](#)

- (i) assess the level of progress made towards achieving the outcome of the project;
- (ii) capture lessons learned and best practices from the implementation of the project with special focus on consolidated results of the different interventions (particularly Clearance progress, Risk Education, Victims assistance, institutional capacity building of LMAC).
- (iii) provide concrete and actionable recommendations (strategic and operational)
- (iv) provide a comprehensive roadmap for the project, based on evaluation findings, conclusions and recommendations. The roadmap should delineate how in its next phase the LMAC could improve, inter alia, its relevance, delivery of results and engagement with stakeholders, including local communities, Lebanese authorities and donors.

5 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. The questions are:

Relevance: The evaluator will assess the degree to which the project considers the local context and problems. The evaluator will assess the extent to which the objectives of LMAC are consistent with beneficiary requirements and needs (including connections to LCRP, SDGs, government strategies and activities of other organizations). Under this evaluation criterion the evaluator should, inter alia:

- Are the "LMAC" project's methodologies, outputs and results relevant in the context of the overarching objective of an impact-free country? The evaluator needs to assess the relevance in the framework of the overall LMAC strategy.
- To what extent does the project intervention meet the needs of local mine affected communities and does the intervention align with national priorities?
- How has the project been able to assess and address the institutional needs and priorities?
- To what extent the project implementation modalities have been suitable to strengthen the institution and enhance its capacity, including the extent of support provided to which LMAC was able to respond to changing and emerging development priorities and needs?
- With reference to activities and capacity level, was the project timeframe (including each result) reasonable to achieve the outputs and outcomes?
- How did the project promote the principles of gender equality, human rights- based approach, and conflict sensitivity?

Effectiveness: The evaluator will assess the extent to which LMAC results have been achieved. In evaluating effectiveness, it is useful to consider: 1) if the planned 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:

- To what extent were the objectives and results achieved/are likely to be achieved by end of December 2019?
- What have been the main challenges faced by the project and how has LMAC sought to overcome them?
- What were the major factors influencing the achievement (or non-achievement) of the objectives?
- Has the LMAC systematically included knowledge management (evaluations, reviews, etc.) for relevant projects during project implementation?
- To what extent has the project been successful in establishing partnerships with key stakeholders (including private sector), especially through coordination mechanisms?
- Has the project managed risks effectively? Refer to the risk analysis matrix as part of the project document and how it was put into action.
- 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?

Efficiency: measures how economically resources or inputs are 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:

- Were project activities cost efficient?
- To what extent has the project been effective in avoiding duplication of funding? How has coordination with different actors contributed to this?
- Were project annual outputs achieved on time?

Sustainability: The evaluator will assess the project capacity to produce and to reproduce benefits over time. In evaluating the project sustainability, it is useful to consider to what extent intervention benefits will continue even after the project is concluded and the principal factors influencing the achievement or non-achievement of the project sustainability.

- What is the likelihood that the benefits that resulted from UNDP interventions continue after the project completion?
- What were the major factors which influenced the achievements or non-achievements of interventions' sustainability?

- How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?

6 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:

- LMAC Project document phase 2016-2019
- Annual and quarterly donor reports
- LMAC Annual Report 2016
- LMAC Annual Report 2017
- LMAC Annual Report 2018
- LMAC Strategy 2011 – 2020
- LMAC Midterm Strategy review 2011 – 2013
- LMAC Midterm Strategy review 2014 – 2016
- LCRP 2015-2016 (Lebanon Crisis Response Plan)
- LCRP 2017-2020 (Lebanon Crisis Response Plan)

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.

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 15 – 20 interviews. UNDP will facilitate the organization of the interviews.

The preliminary list of interviews is provided below:

- UNDP Country office
 - o Resident Representative
 - o CPR Programme Manager
 - o CPR Monitoring & Evaluation Officer
- UNDP LMAC Staff
 - o Project Manager
 - o Project team

- LMAC officers
 - o LMAC Director
 - o LMAC Officers (3-4 interviews)
 - o Potentially previous LMAC directors and officers
- Donors:
 - o EU
 - o The Embassy of Norway
 - o The UK Embassy
- Other Partners Organizations:
 - o Mine Action Group (MAG)
 - o Norwegian People's Aid (NPA)
 - o Humanity & Inclusion (HI)
 - o Balamand University

3. Filed visits: at least 2 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. Specific focus will be given to the work of Community Liaison Officers and their interactions with mine victims and their families.

7 Deliverables and Reporting Requirements

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. 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 evaluator 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.

Deliverable 2: Evaluation brief and a power point presentation for UNDP management, including key findings, preliminary lessons learned and recommendations. The brief and presentation is to be made at the end of the field data collection stage of the evaluation.

Deliverable 3: 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 4: 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 5: Final evaluation report.

8 Schedule

Deliverable number	Description	# of working days	Expected date of completion from contract signature	Payment
Deliverable 1	Inception report, including workplan and schedule	5	Week 3. Not later than 10 th of August 2019	25%
Deliverable 2, 3	Evaluation brief and powerpoint presentation	15	Week 14. Not later than 8 th of October	55%
Deliverable 4, 5	Final report and presentation.	5	Week 14. Not later than 18 th of October	20%

9 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.³ The report should include (but not be limited to) the following:

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

10 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 LMAC project and UNDP Lebanon Country Office. LMAC project will contact the consultant and ensure the timely provision of travel arrangements within the country.

- **Responsibilities of the evaluator:**
 - Allocate an evaluator with the needed skills⁴ to carry out the assignment. The evaluation will be fully independent, the evaluator 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 or LMAC Project Facilities;
 - Responsible for the follow-up on attaining all documents and reports as needed.

³ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), p. 168.

⁴ Please refer to section M.

- **Responsibilities of UNDP**

To facilitate the evaluation process, the LMAC project 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.

11 Evaluation ethics

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

12 Qualifications Required

Consultant must have work experience with development and mine action-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 qualifications:

i. Academic Qualifications:

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

ii. Years of Experience

- Five (5) years’ experience in results-based management (RBM), project monitoring and evaluation (M&E);
- Previously completed at least 5 similar evaluations;
- Good knowledge of procedures governing the implementation and management of internationally funded projects and programme;
- Knowledge of the national or regional situation and context is an asset.

iii. Competencies

- Excellent oral and written communication skills in English;
- Arabic is an asset;
- Outstanding writing skills demonstrated through previous publications;
- Ability to collect and analyze information from a variety of sources.

13 Duration of Contract

The overall duration of the tasks covered by this ToR has been estimated not to exceed 25 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 7 man-days during this time period.

14 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 Criteria weight: 70%

Financial Criteria weight: 30%

Only candidates obtaining a minimum combined score 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)		10
<i>Criteria B: Experience</i> 15 points being assigned to candidates with 5 years of relevant experience 20 points being assigned to candidates with more than 5 years of relevant experience 10 additional points being assigned to candidates with solid understanding of Lebanese context, including political developments, public administration, organizational structure		30
<i>Criteria C: Evaluations Conducted</i> 40 points being assigned to candidates with demonstrated experience in conducting mine action-related evaluations (3-4 evaluation reports); 45 points being assigned to candidates with solid experience in conducting mine action-related evaluations (5 and more evaluation reports referred to);		55

10 points being assigned to candidates having experience in conducting at least two outcome-level evaluations for UN/international organization		
<i>Criteria D: Competencies</i> Excellent oral and written communication skills in English; (2 points) Arabic is an asset; (1 point) Outstanding writing skills demonstrated through previous publications; (1 point) Ability to collect and analyze information from a variety of sources (1 point)		5
Total Score	Technical Score * 0.7 + Financial Score * 0.3	

15 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, travel, accommodation, living expenses, etc. and shall take these fees into consideration while preparing the financial offer.

16 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-inclusive⁵”;
- ii) the contract price is fixed regardless of changes in the cost components.

Payment will proceed as following:

25 % of the total lumpsum upon submission of deliverable 1, validated by UNDP;

55 % of the total lumpsum upon submission of deliverable 2 and 3 validated by UNDP.

20 % of the total lumpsum upon submission of deliverables 4,5, validated by UNDP.

⁵ 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.

17 Recommended Presentation of Offer

The following documents must be submitted by interested candidates:

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment;
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Invitation of potential consultants:

Eric Debert - ericdebert@yahoo.com