



## Annex 1

### Terms of Reference

**Assignment: Impact Analysis of Projects Implemented by the Lebanon Host Communities Support Programme through a perception study**

#### 1. Background and context

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, displacement-driven emergencies. While in April 2012, 32,800 Syrian refugees were registered or awaiting registration with UNHCR; by April 2019, this figure stands at just under one million refugees. When taking into account the large numbers of Syrians who are not registered<sup>1</sup> and the Palestine refugees, this represents an increase equal to over 25% of the total Lebanese pre-crisis population, placing Lebanon first worldwide in terms of the number of refugees per capita.

Syrian refugees are spread throughout Lebanon however due to the absence of official camps, 87% of them live in 251 localities<sup>2</sup> (in certain municipalities they outnumber local residents) in these same localities reside 67% of the Lebanese poor population. By mid-2017, it was estimated that 74% of refugees fall under the poverty line and 58% cannot meet survival minimum expenditures.

Despite the fact that the Host Communities have been remarkably hospitable it is no surprise now that as the Crisis entered its 9th year what is commonly referred to as “Host Community fatigue’ is becoming more apparent. There are many factors affecting the host population’s acceptance of refugees, these include access to proper basic services with fewer hours of electricity, reduction of water provision and unmanaged solid waste and sewage as well as competition over livelihoods opportunities. There is no dispute that many if not all of these sectors were problematic pre- crisis however the impact of the influx of refugees has been to exacerbate these issues. In mid-2017, only 2% of host community and refugee respondents to perception surveys did not identify sources of tensions between communities, and only 30% would identify relations between communities as positive. Competition for jobs, political and

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<sup>1</sup> In all likelihood based on UNHCR estimates this figure is around 300,000

<sup>2</sup> This is based on the Inter Agency Most Vulnerable Localities map which is currently being reviewed and updated.

cultural differences, and pressure on resources and utilities were the top three sources of tensions. 94% of Lebanese respondents agree that the presence of Syrian refugees in Lebanon is placing too much strain on resources. Areas identified as most vulnerable in the 251 vulnerability map consistently suffer from less access to services, more insecurity, higher levels of tensions and more exposure to violence than non-vulnerable areas.<sup>3</sup>

Within this context, municipalities play a pivotal role in the country's response in contributing to resilience and there is growing collaboration and communication between central government and municipalities. However, municipalities experience limitations in the legal framework as well as their assignment of functions and resources by the national government. 70 percent of municipalities were too small to provide basic services pre-crisis, 57 percent lacked an administrative structure, and 40 percent had only a single employee (often working on a part-time or voluntary basis). The increased interaction between the national and local level allows for enhanced responsiveness and support by central public institutions and ministries to the needs of municipalities. The response in Lebanon is testing approaches to increase effectiveness of municipalities through the introduction of minor reforms and improving capacities in a targeted manner. This work is seen as crucial in maintaining social stability in Lebanon and recent analysis has demonstrated that residents' trust in their local authorities is a key component of social stability.

### **The Lebanon Host Communities Support Project (LHSP)**

The Ministry of Social Affairs (MoSA) jointly with the United Nations Development Programme (UNDP) launched the "Lebanese Host Communities Support Project" (LHSP) in 2013 as a comprehensive, coordinated and durable response towards the Syrian Refugee Crisis and its implications on the country. The project was developed under the overall Lebanon response to the Crisis (Lebanon Crisis Response Plan – LCRP) and which drives the activities of MoSA and UNDP to support Lebanon and the host communities. The aim being to support national and local institutions through capacity development allowing them to respond to the impact of the Syrian crisis while at the same time addressing the pre-existing problems that existed before the Crisis and which have been exacerbated by the current situation. These include: efficient utilization of funds by targeting the national and local mechanisms that can impact positively the response to the challenges, and have a multiplier effect across sectors; and by targeting the most vulnerable host communities; ensuring stakeholder participation in the affected areas in the identification, implementation and monitoring of interventions in a transparent manner; treating social stability as both a targeted activity as well as a cross cutting theme; and, developing local capacities to operate and maintain the interventions after completion to ensure sustainability.

The project seeks to help increase social stability, specifically in the areas affected by the Syrian crisis, through improving livelihood and service provision, increasing participation in

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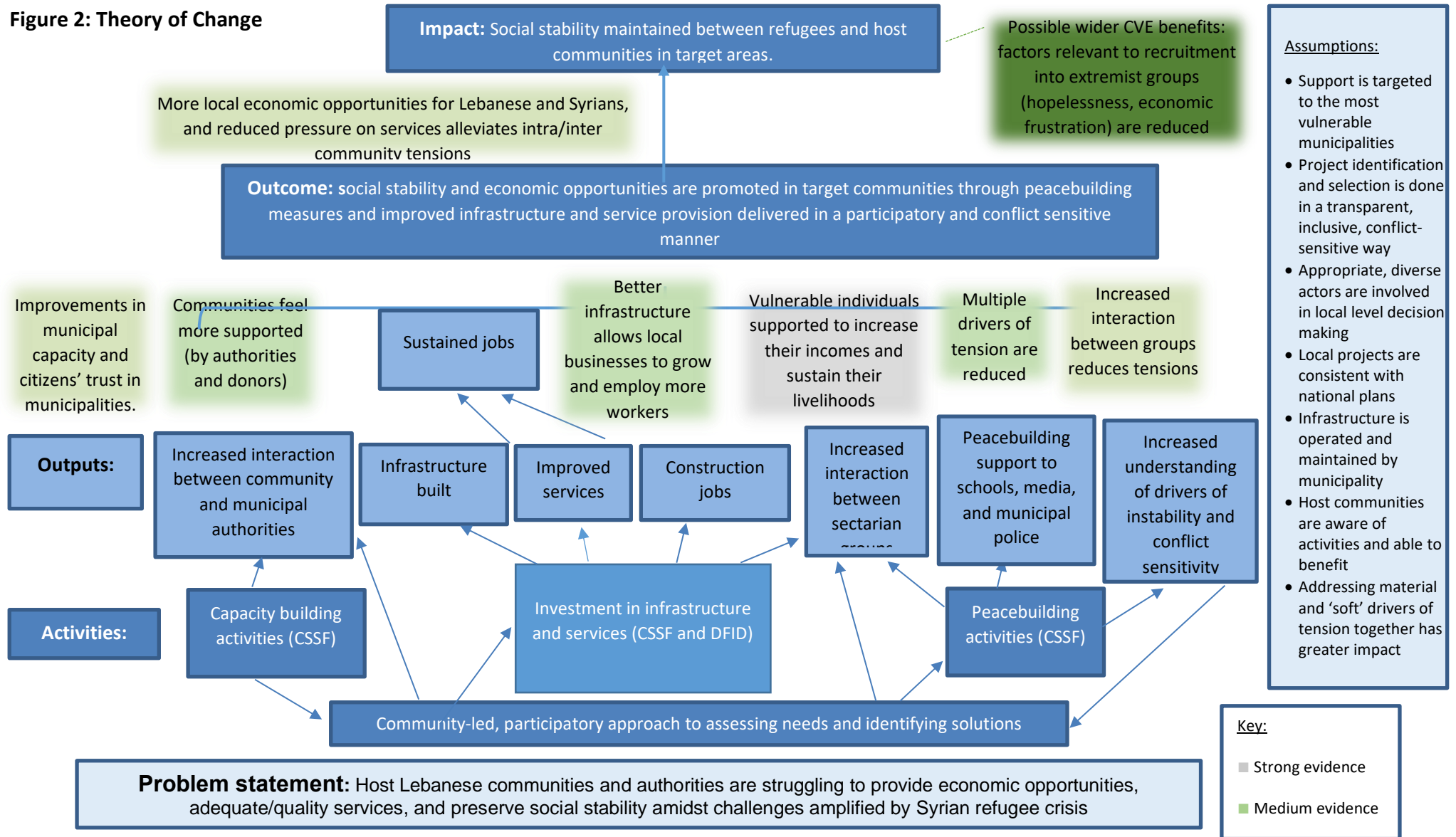
<sup>3</sup> Some of the most vulnerable areas also include Palestinian camps and gatherings, which have also acted as host communities for refugees.

peacebuilding initiatives, building inclusive structures for local community-authority interaction and planning; and improving community security.

The project further strengthens the capacity of national and local government and civil society actors for inclusive priority setting and conflict mitigation, dispute resolution, and participatory service delivery as well as enhancing business skills and marketing opportunities in vulnerable areas. The project aims to achieve three main goals:

1. Increase livelihoods and economic opportunities mainly in affected areas
2. Strengthen the capacity of local and national actors to assess and respond to the needs and risks through a community participatory driven and conflict sensitive approach.
3. Improve local level dispute resolution and community security.

**Figure 2: Theory of Change**



The LHSP is implemented by UNDP in partnership with MoSA. It targets national governance and supports mechanisms/institutions in the vulnerable and underserved host communities located in the country. The project works through full coordination with local authorities, and in collaboration with concerned line ministries thus ensuring sustainability of the initiatives.

The projects are selected based on the newly adopted Mechanisms for Stability and Resilience (MSR) that aims to strengthen factors of stability and to increase resilience of host communities. The MSR targets community needs and risks through establishing a local resilience plan and building capacities for mainstreaming conflict-sensitivity.

The implementation of the MSR aims at achieving the following goals:

1. Expand the scope of participation of local actors in local governance processes, and build trust between local authorities (municipality and MoSA's SDCs) and local actors.
2. Advance social stability by addressing social, cultural and service challenges that face Lebanese host communities.
3. Promote the role of local actors and local authorities (including mayors, municipal council members, and MoSA local staff) as informed mediators in their respective communities.
4. Create sustainable and inclusive local structures (that include the various components of the local community) that could increase the influence of local interventions and ensure a long-term impact.
5. Activate the role of MoSA SDC staff as main actors in supporting the stability and resilience process. Also, provide them with the adequate knowledge, skills and resources to support both the municipalities and local actors in facing challenges.
6. Promote LHSP interventions so as to be comprehensive, shedding more directly the light on local stability.
7. Develop the capacities of municipalities and specialized committees in managing social stability and resilience.
8. Assure that the perception of the Syrian refugees in the villages are taken into consideration in the final municipal action plans in close coordination with UNHCR.

## **2. Consultancy Purpose**

The study is intended to measure the change in perceptions of local residents towards the level of tensions social stability and security in their community, their participations in the identification of community needs and priorities and the legitimacy of municipal authorities in delivering basic services, jobs, social stability and security to their local community.

The study is the continuation of a similar exercise conducted previously. The idea is to monitor trends in perception over time, in communities targeted by LHSP.

The broader objective of this work is to inform planning by government, donors, and delivery partners for future support to municipalities and basic service delivery in Lebanon. The study will

provide an assessment of the impact of improved service provision on tensions between host communities and refugees and, more broadly, will test the assumptions of the programme around drivers and ways of reducing tensions.

### 3. Scope

**Requirements:** The study should address the following components:

- Changes in residents' assessments of the availability, quality and value of municipal services.
- Changes in Residents' assessments of their municipality's capacity to identify and prioritize needs and capacity to provide, maintain and operate municipal services.
- Residents' assessments of their municipality's capacity to maintain and operate the assets used to provide the municipal services including the assets provided by LHSP.
- Residents' awareness of grievance and accountability mechanisms related to the provision of basic services.
- Impact of increased municipal services, livelihood opportunities and/or peacebuilding initiatives on residents' confidence in, or perception of the legitimacy of local government, including consideration of attribution (e.g. are LHSP projects seen as UNDP or municipality led?)
- Impact of increased municipal services, livelihood opportunities and/or peacebuilding initiatives on residents' confidence in, or perception of the legitimacy of national government (by ministry, political party etc);
- Changes in residents' assessments of the availability and quality of livelihood opportunities.
- Impact of municipal policing support on residents' sense of community safety and security.
- Impact of integrated approach (municipal policing, violence free schools and local media support) on social stability in select municipalities.
- Changes in the nature and levels of tension, and social stability (e.g. positive interactions, violent incidents, inclusion of different groups – including refugees - in LHSP structures and activities) more broadly, between and among host communities and Syrian refugees.

- Changes in perception of local residents regarding their agency (including their participation in the identification of needs and priorities) and their sense of optimism for the future.
- Residents' and/or municipalities' assessments of their willingness/capacity to continue peacebuilding structures/initiatives begun by LHSP.
- Conflict sensitivity – is the intervention inadvertently altering conflict dynamics in the communities? Whether respondents see the programme building conflict sensitivity capacity in local authorities? It could also explore whether our intervention is promoting further restrictions on refugees (e.g. to attract more international support because of the tension). Perceptions of the impact of the programme ending.

The perception study is planned to take place in parallel with a new wave of project implementation in the assessed municipalities and is the continuation of a similar exercise conducted in the past four years.

The study will target at least 10 Municipalities where LHSP has already intervened. The final list of municipalities is to be defined in close consultation between the consultancy and UNDP during the development of the work plan.

#### **4. Methodology**

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

The data collection exercises, the drafting of baseline, mid-line and end-line reports, analysis workshops will be carried out. The implementing partner is expected to facilitate an analysis workshop at national level, after the mid line data collection exercise. The workshop will allow local stakeholders to work together and analyze changes in patterns and clusters to inform the reporting and guide potential further analysis. The implementing partner will also organize workshops with the members of local Mechanisms for Stability and Resilience to discuss the research findings, and possibly Focus Group Discussions with wider stakeholders. Where possible, all research should include both Lebanese and refugee respondents.

#### **Quantitative component**

The study will include conducting a survey of a representative sample of project recipients stratified by program type, gender and nationality, using individual questionnaires. The institution/firm executing this assignment needs to propose the design of the sample and qualitative data collection activities within the parameters mentioned previously. The design of

the sample shall follow the same methodology as the ones implemented previously for LHSP.<sup>4</sup> Similarly, the survey data collection tool is to be developed based on the ones previously used by UNDP. The institution/firm executing this study is expected to finalize the tool with the project team, Arabize it, and test it through a pilot before using it for the full survey.

The project maintains a database of projects that will be shared with the implementer after award including all information needed to select the sample based on the approach described above. The consulting company should consider the feasibility of including other stratifications for the research including, for example, socio-economic indicators.

### **Qualitative component**

The qualitative component is of chief importance to this study. It will utilize most significant change (MSC) technique to systematically capture significant changes from the field and analyze them to articulate project impact. It is expected that the firm/institution conducting the study to utilize the relevant guides and best practices in implementing MSC technique. Given that the project provided different services (training and entrepreneurship) to men and women of Syrian and Lebanese nationalities, group specific, or service specific significant changes are of interest to the end line assessment. Qualitative data collection activities are also expected to take place in the selected project locations-possibly including focus group discussions

### **Random Control Trial**

The study may include a random control trial. The consulting company will discuss the feasibility of this with UNDP.

## **5. Deliverables**

The study should be implemented in at least 3 rounds with the following schedule:

<b>Deliverables</b>	<b>Target Date</b>
Deliverable 1: After presentation and approval of the Work Plan, finalization of the selection of municipalities to be assessed and finalization of the research questions and Methodology along with the preparation of research questions	3 weeks from Contract signature date
Deliverable 2: After presentation and approval of the baseline report (the data will be submitted by end of June and the report by the end of July)	3 months from Contract Signature date

<sup>4</sup> See Annex A for the list of previous studies with the description of the sampling design.



Deliverable 2: After presentation and approval of the mid line report (wave 2 of data collection January – February 2021)	14 months from Contract signature date
Deliverable 3: After presentation and approval of the end line report (wave 3 of data collection January – February 2022)	26 months from Contract signature date

The consulting company team will produce the following deliverables throughout the course of the assignment:

- Submission Work plan, methodology: –The implementing partner will submit the work plan which will include a detailed approach and methodology (including the methods for data collection and analysis) for the report and schedule. This should be completed two weeks after the contract signature date. All following milestones identified below are indicative and will be agreed with the team as part of the finalization of the workplan.
- Preparatory phase: Finalization of the selection of the target municipalities to be assessed (in close coordination with UNDP), finalization of the research questions. This should be completed three weeks after the contract has been signed;
- First round of data collection: baseline data will be collected from 10 municipalities targeted;
- Production of baseline report: and analysis of the above; Presentation of the results. This should be completed within maximum 1 months after the first round of data collection.
- Second round of data collection: data collection from 10 municipalities after project completion.
- Organization of national and regional workshops in 4 areas for the analysis of the data.
- Third round of data collection: data collection for 10 municipalities after project completion.
- Production of end-line report and analysis of the above: Presentation of the results.

The overall time frame for all activities will be for Twenty-Six (26) Months from Contract signature date and the precise timeline will be agreed with the successful applicant upon submission and finalization of the Work Plan. The work plan should be completed within three weeks of the contract having been signed. For baseline, mid-line and end-line reports, it is strongly desirable to comply with the dates indicated in the table below.

**6. Contract duration**

The overall time frame for all activities will be Twenty-Six (26) months from Contract signature date and the precise timeline will be agreed with the successful applicant upon submission and finalization of the Work Plan. The work plan should be completed within two weeks of the contract having been signed.

## **7. 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 implementing partner will report to the LHSP CTA and the Project Manager of the UNDP Peacebuilding in Lebanon project. UNDP will provide the successful applicant with the necessary contacts, introductions and background material however the contractor will be responsible for completing all the tasks. The contractor will be expected to have their own facilities/equipment, organize their own transport and function fully independently.

### **8.1. Responsibilities of the Consultancy Firm:**

- Allocate a study team with the needed skills to carry out the assignment;
- Ensure proper reach out to stakeholders;
- Responsible of all logistics related to the completion of this assignment including transportation; management fees; rental; venues; communication; food and beverages; accommodation; allowances.

### **8.2. Responsibilities of UNDP**

To facilitate the study process, UNDP Lebanon will set up an Study Focal Point (SFP). The SFP will assist in connecting the team with the senior management, and key stakeholders. In addition, the SFP will assist in developing a detailed work plan; conduct field visits; and organize meetings.

## **8. Composition and profile of the Consultancy Firm (Experience and Qualifications)**

It is expected that this assignment will be implemented by a firm or an institution with previous qualifications in the areas of field research and evaluations. A consortium of multiple entities is also accepted. As a minimum, the firm need to have the following qualifications:

- At least 7 years of professional experience in design and conduct monitoring and evaluation analysis, including 3 years' experience in fragile and conflict affected countries in areas relating to municipal services and livelihoods;
- Previous working experience in the Middle Eastern context
- Previous experience in data analysis and report writing for impact evaluations, end line assessments, preferably for a UN agency.

- Previous experience in leading assessments including quantitative and qualitative methods including MSC technique.

The firm/consortium is expected to propose a team of experts to conduct the assignment:

1. Team Leader/Project Manager
2. Local Research Director
3. M & E Expert

One or more members of the team should have conflict sensitivity expertise or be trained on conflict sensitivity.

The minimum qualifications of the team leader are listed below.

The Team leader shall have the following minimum requirements:

- Postgraduate degree in development studies or related fields;
- 7 years' experience in conducting end line assessments of impact assessments for projects, preferable for donors and UN agencies;
- 5 years' experience in leading assessments including qualitative and quantitative research methods
- 5 years' experience in leading assessments including Most Significant Change technique
- 7 years' experience in the theory and practice of impact of municipal services and livelihoods projects in fragile and conflict affected countries
- English language proficiency; Arabic is an asset;
- Knowledge of the local context (culture, politics, and geography).

The Local Researcher Director shall have the following minimum requirements:

- Postgraduate degree in development studies or related fields;
- 4 years' experience in collecting, analyzing and interpreting qualitative and/or quantitative data
- Arabic and English language proficiency;
- Previous experience in conducting FGDs, KII and face-to-face field surveys

The M&E Expert shall have the following minimum requirements:

- Postgraduate degree in development studies or related fields;
- Four (4) years of experience in planning and executing M&E activities and writing reports
- Previous experience in collect and analyze qualitative and quantitative data to measure the performance, impact, and sustainability
- Arabic and English language proficiency;

Technical evaluation criteria	Weight	Points
<b>Expertise of firm/organization</b>	<b>20%</b>	<b>200</b>
At least 7 years of professional experience in design and conduct of monitoring and evaluation analysis, including 3 years' experience in fragile and conflict affected countries in areas relating to municipal services and livelihoods = 90 points  More than 7 years of professional experience in design and conduct of M&E, including 3 years of experience in fragile and conflict affected countries = 120 points	12%	120
Previous working experience in the Middle Eastern context = 30 points	3%	30
Previous experience in data analysis and report writing for impact evaluations, end line assessments = 15 points  Experience with UN agency: additional 10 points	2.5%	25
Previous experience in leading assessments including quantitative and qualitative methods including MSC technique = 25 points	2.5%	25
<b>Team Composition</b>	<b>30%</b>	<b>300</b>
Team Leader (15) <ul style="list-style-type: none"> <li>▪ Masters' degree in development studies or related fields = 20 pts; Phd = 25 pts</li> <li>▪ Seven (7) years' experience in conducting end line assessments of impact assessments for projects, preferable for donor and UN agencies 0-6 years =0 pts / 7 years =25 pts / above 7 years =30 pts</li> <li>▪ Five (5) years' experience in leading assessments including qualitative and quantitative research methods; 0-4 years =0 pts / 5 years =20 pts / above 5 years =25 pts</li> <li>▪ Language requirement: English language proficiency = 10 pts; Arabic is an asset = additional 5 pts</li> </ul>	15%	150

<ul style="list-style-type: none"> <li>▪ Five (5) years’ experience in leading assessments including Most Significant Change technique = 20 pts; more than 5 years = 25 pts</li> <li>▪ Seven (7) years’ experience in the theory and practice of impact of municipal services and livelihoods projects in fragile and conflict affected countries = 20 pts; more than Seven (7) = 25 pts</li> <li>▪ Knowledge of the local context (culture, politics, and geography) = 5 pts</li> </ul>		
<p>2. Local Research Director</p> <ul style="list-style-type: none"> <li>• Masters’ degree and above in development studies or related field = 15 pts</li> <li>• Four (4) years’ experience in collecting, analyzing and interpreting qualitative and/or quantitative data =20 pts; more than 4 years = 25 pts</li> <li>▪ Arabic and English language proficiency = 15 pts</li> <li>▪ Four (4) years’ experience in conducting FGDs, KII and face-to-face field surveys= 15 pts; more than 4 years = 20 pts</li> </ul>	7.5%	75
<p>3. M &amp; E Expert</p> <ul style="list-style-type: none"> <li>• Masters’ degree in development studies or related fields = 15 pts</li> <li>• Four (4) years’ experience in planning and executing M&amp;E activities and writing reports = 20 pts; more than 4 years = 25 pts</li> <li>• Four (4) years’ experience in collect and analyze qualitative and quantitative data to measure the performance, impact, and sustainability = 15 pts; more than 4 years = 20 pts</li> <li>• Arabic and English language proficiency = 15 pts</li> </ul>	7.5%	75
<b>Methodology</b>	<b>50%</b>	<b>500</b>
The methodology and work plan illustrate how the study will be conducted to cover all required elements	25%	250

The methodology illustrates how data and interviews will be analyzed	15%	150
The methodology illustrates how each activity will be assessed to ensure that the overall study covers all project components	5%	50
The methodology illustrates how the reports will be developed and finalized	5%	50
<b>TOTAL</b>	<b>100%</b>	<b>1000</b>

## 9. Technical proposal

The technical proposal shall describe the approach and methodology that will be applied by the consulting firm to meet the objectives and scope of the assignment and shall include the following:

- a. The methodology.
- b. The suggested work-plan.
- c. Description of tools that will be used and provided.
- d. Company Profile including description of company facilities and resources.
- e. List of relevant projects undertaken within the last two years.
- f. Contact of three previous clients that can be used for reference purposes to whom similar services has been provided and completed.
- g. Profile of experts included in the plan. A matrix should be provided to show which expert will work on what activities and for what duration.
- h. CVs of the experts who will participate in conducting the assignment.

The proposal shall be valid for a minimum of 120 days from the date of bid closing and shall be duly signed by the official representation of the consulting firm and stamped.

<b>Milestone</b>	<b>% Payment</b>	<b>Target Date</b>
After presentation and approval of the Work Plan, finalization of the selection of municipalities to be assessed and finalization of the research questions and Methodology along with the preparation of research questions	10% of the total contract amount	2 weeks from contract signature date
After presentation and approval of the baseline report	35% of the total contract amount	2 months from Contract Signature date
After presentation and approval of the mid line report	25% of the total contract amount	14 months from Contract signature date
After presentation and approval of the end line report	30% of the total contract amount	26 months from Contract signature date

Feedback on the outputs will be made within two weeks after the submission is made by the Consulting firm. All payments will be issued upon deliverable approval and certification of the UNDP LHSP CTA.

#### **Annex A Preliminary List of Documentation**

1. LHSP Report 2017
2. LHSP Report 2018
3. AKTIS Report 2016
4. AKTIS Report 2017
5. AKTIS Report 2018