Terms of Reference (ToR)

Non-Health Response TO COVID 19

Impact ANALYSIS

1. **BACKGROUND**

Lebanon is experiencing a multi-dimensional crisis that manifested in an economic and financial downfall and has resulted in high levels of inflation, high unemployment rates, and increased vulnerabilities. The crises were compounded by the global COVID-19 pandemic, which has affected the demand for goods and services and drastically disrupted the labour market. A large number of businesses in Lebanon temporarily or permanently closed, and thousands of workers were affected. In responses to these conditions, and to support vulnerable communities overcome the effect of the multiple crises., UNDP has launched a large scale response with the main objective of supporting short-term employment for vulnerable Lebanese and Syrians in all areas in Lebanon.

Two projects, entitled ***Reducing the direct economic downturn impact on vulnerable Communities in Lebanon*** and ***Labour Intensive Forest Activities with Vulnerable Communities in Lebanon*** were implemented for the above mentioned objectives.They aimed to support vulnerable communities to overcome the effect of the multiple crises by creating short-term employment for Lebanese and Syrians from labor-intensive production of PPE (personal protective equipment) and forest management activities (e.g., trail management, pruning, cleaning, and clearing amongst others). The projects also supported Cooperatives, MSMEs, and CBOs involved in target sectors through cash for work and in-kind support to sustain and enhance production. The projects were funded by the Government of the United Kingdom. Below are more details about each:

**Project 1: Reducing the direct economic downturn impact on vulnerable Communities in Lebanon**

The project’s overall objectives were:

* The provision of short-term employment opportunities in productive sectors and
* Support to MSMEs / CBOs involved in the production of the Personal Protective Equipment (PPE) items and tools needed to combat COVID-19.

Micro, Small, and Medium Enterprises (MSMEs) and Community Based Organizations (CBOs) received in-kind support through this project. This was meant as a starter kit they would use to ensure staff protection and purchase raw materials and other needed inputs. Each entity was required to share at least 20% of the cost of the project activities be it cash or in-kind. The MSMEs and CBOs produced PPE items thus ensuring the sustainable and healthy growth in production of items and tools needed to tackle the COVID-19 pandemic.

To produce PPE, the MSMEs and CBOs necessitated workers for labour-intensive (cash for work) activities. This created short-term employment for Lebanese and Syrian beneficiaries who worked in the PPE production.

The PPE project was implemented with the support of 3 partners and activities spanned over 7-10 months. They covered 13 geographical areas across 4 governorates and reached 842 beneficiaries, 31 SMEs and 13 CBOs.

## **Project 2: Labour-Intensive Forest Activities with Vulnerable Communities in Lebanon project**

The project’s overall objectives were:

* The generation of short-term employment through the implementation of labor-intensive forest and land management activities to ensure the sustainable and healthy growth of the existing forests in vulnerable communities in Lebanon and
* Support to the local development of the targeted communities through sustainable income generating activities.

The forest and land management activities that were carried out had to follow the national guidelines, rules and recommendations and be approved by UNDP. Moreover, efforts were made to identify activities that allowed for the involvement of women, youth, and persons with disabilities.

The forest management labor-intensive activities (e.g., trail management, pruning, cleaning, and clearing amongst others) provided short-term work opportunities for vulnerable Syrians and Lebanese women and men. The initiative was holistic as it simultaneously maximized the number of labor days for the short-term work and identified sustainable income generating activities. Thus, the sustainable income generating activities that will have a positive impact on the growth and sustainability of existing forests and local development were supported by being given priority.

**Overall results**

The two projects were implemented in 2020-2021 across 4 governorates. UNDP partnered with 7 partners and reached 4,352 beneficiaries.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Partner** | **Project** | **Project Locations** | **Beneficiaries reached** | | |
| **Male** | **Female** | **Total** |
| 1 | Forest Management | Mount Lebanon *(Lower Chouf, Aley, Baabda)* | 685 | 184 | 869 |
| 1 | Forest Management | Akkar | 352 | 76 | 428 |
| 2 | Forest Management | Beqaa and Mount Lebanon | 1,012 | 355 | 1,367 |
| 3 | Forest Management | South *(Hasbaya)* | 159 | 61 | 220 |
| 4 | Forest Management | Mount Lebanon and Beqaa *(Chouf, Aley, West Beqaa)* | 538 | 88 | 626 |
| A | PPE | Mount Lebanon (*Matn, Ghobaireh)* | 22 | 168 | 190 |
| A | PPE | South *(Nabatiyeh, Saida)* | 1 | 164 | 165 |
| A | PPE | Akkar *(Halba, Akkar)* | 14 | 169 | 183 |
| A | PPE | North *(Tripoli)* | 0 | 12 | 12 |
| B | PPE | Mount Lebanon *(Chouf, Aley, Matn)* | 43 | 125 | 168 |
| C | PPE | Mount Lebanon *(Ketermaya)* | 45 | 48 | 93 |
| C | PPE | Akkar and North *(Abde, Akkar)* | 2 | 29 | 31 |

As these interventions have drawn to a close, there is a need to analyze their impact and how they are responding to needs and priorities of vulnerable populations, in order to inform future program activities.

1. **OBJECTIVES**

The primary purpose of this impact analysis is to assess the:

* (1) performance of these projects and their success rate in achieving their intended results. This is done by examining the effectiveness and efficiency of the intervention in relation to its outcomes and objectives to ensure that those interventions addressed the most urgent needs in the sector
* (2) Their contribution to broader outcomes and thus inform how the emergency response can be scaled up and translated into a medium longer-term approach towards supporting vulnerable communities in Lebanon.

1. **SCOPE OF WORK**

The impact analysis should employ a combination of qualitative and quantitative evaluation methods and instruments to conduct a coherent evaluation of the projects. The evaluator shall follow a participatory, consultative, and interactive approach to ensure close engagement with the evaluation managers, implementing partners, and male and female direct beneficiaries.

Suggested methodological tools and approaches should include but are not limited to:

* Document/desk review
* Interviews and meetings; including semi-structured interviews, key informant interviews and focus group discussions
* Surveys and questionnaires
* Field visits
* Data review and analysis
* Other methods; including as outcome mapping, observational visits, focus group discussions, outcome harvesting, SenseMaker etc.

The analysis should be done taking into consideration the gender and human rights lens. The stakeholders include but are not limited to: beneficiaries (both individuals and entities SMEs/CBOs/Cooperatives), members of the local communities in which the projects have taken place, implementing partners, other organizations operating in the locations in which the projects have taken place, local governments, other UN agencies and INGOs working on similar or complimentary projects, and the LHSP project team.

## **Minimum evaluation criteria**

The impact analysis should, at a minimum include the following desired evaluation criteria and below are the suggested associated guiding questions:

|  |  |
| --- | --- |
| **Criteria** | **Question(s)** |
| Relevance/Coherence | * To what extent was the project in line with other national development plans, the current context, and the priorities that were identified in the assessment? |
| Efficiency | * What have been the key results and changes attained for men, women, vulnerable groups (including persons with disabilities) and entities? * In which areas has the project had greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? * Is the project in line with the value for money criteria? |
| Effectiveness | * To what extent has progress been made towards outcome achievement? * What has been the UNDP contribution to the observed change? * Which geographical areas and areas of intervention are the most relevant and strategic for UNDP to scale up or consider going forward? |
| Sustainability | * To what extent will targeted men, women, vulnerable persons and entitites benefit from the project interventions in the medium and long term? * To what extent will financial and economic resources be available at the local level to sustain the benefits achieved by the project? |

## **Minimum geographical scope**

Additionally, it will assess the impact in at least one project location in each governorate for which the project activities have taken place. Accordingly, this will entail at least one project location in each of South, North, Akkar, and Mount Lebanon governorates for the PPE project and at least one project location in each of South, Akkar, Beqaa, and Mount Lebanon governorates for the Forest Management activities.

## **Sampling minimum standards**

To ensure data saturation from the qualitative data collected in this impact analysis, at least three individual interviews – such as key informant interviews or semi-structured interviews – shall be conducted with each distinct group of respondents with shared characteristics selected for this study. Similarly, at least two Focus Group Discussions shall be conducted with each distinct group of respondents with shared characteristics. In addition, and for any qualitative data collected from project beneficiaries, there shall be comparison groups at least for gender (male and female) and nationality.

Random sampling shall be used when collecting quantitative data with at least a 95% confidence level. The level of standard error shall be proposed by the bidder. The bidder shall also propose any clustering of the sample in line with the guidance outline in the WHO document[[1]](#footnote-2).

1. **PROPOSED METHODOLOGY**

The firm shall propose the methodological tools and approaches and number of data collection per activity that are necessary to meet the objectives of this impact analysis. The final methodological approach including interview schedule, field visits and data to be used in the impact analysis will be finalized in the inception report and fully discussed and agreed between UNDP, key stakeholders, and the evaluators.

## **Evaluation Ethics**

This impact analysis should follow the ‘Ethical Guidelines for Evaluation’[[2]](#footnote-3). The bidder should safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The bidder should also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process shall also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

1. **REPORTING**

The firm shall make sure to share progress related to the impact analysis on weekly basis as per the agreement as well as the raw data, data analysis, sources, and final reports. The Consultant will also provide logistical, administrative, and financial information as needed. The reporting template will be developed in direct coordination with UNDP.

1. **WORK PLAN**

In the proposal, the firm is requested to provide a preliminary proposed project work plan covering all the activities described in Section D (a GANTT chart showing detailed list of tasks, duration and schedule per task, list of similar works conducted, professional references, and allocated resources per task shall be included in the bid. It shall also include the Consulting firm’s resources (including Human Resources assigned and their relative CVs) as well as other dependencies which might affect the project duration.

Upon contract award, UNDP shall be provided with a revised project work plan, 2 weeks after contract signature. Once approved, the new plan shall be adopted and shall form the basis for project evaluation and monitoring.

1. **DELIVERABLES**

The following two deliverables are requested for this analysis:

**Deliverable 1:** Finalization of project work plan, timeline, proposal and methodology that are in line with the points outlined in this document for revision and approval by UNDP.

* + - The work plan shall be a Gantt chart as per section VI of this document.
    - The timeline shall be in line with the table at the end of this section and use days as units.
    - The proposal and methodology shall include at the very least the minimum requirements and shall be in line with the standards outlined in sections III and IV of this document. They shall also provide a tentative outline of the contents of the final report.
    - The methodology shall expand on the evaluation criteria and questions from section III.
    - The methodology shall clearly describe the final methodological tools and approaches, data collection and data analysis activities as well as the proposed data sources for each proposed evaluation questions.
    - Submission of compendium of documents reviewed
    - The compendium shall include a list of the documents that were used to formulate the proposal and methodology and why they were deemed significant; this includes the guidance documents referenced in this document, namely the UNEG Evaluation Ethical standards
    - The compendium shall clearly outline how and which elements of each document influenced the proposal and methodology
* Submission of detailed guiding evaluation questions.
  + - The detailed guiding evaluation questions shall be in line with the main purpose of the impact analysis which is to analyze impact in order to inform future project activities.
    - Each question shall be clearly linked to the suggested data collection tools, data sources, and samples from the next point and this shall be presented in a table with at least the following column headers: evaluation criteria, evaluation questions, sub-evaluation questions, data sources, data collection tool (per data source), sample size.
  + Submission of suggested data collection tools and data collection and analysis plan for revision and approval by UNDP.
    - The suggested data collection tools, data sources, and sample size shall be in line with the proposed methodology.
    - This shall include the rationale for selection of the tools, sources, and sample size including the consultations with stakeholders regarding best practices and the references upon which the suggestions were based.
    - The data collection and analysis plan shall be a Gantt chart with days as units and include a RACI matrix outlining the responsibilities of all stakeholders in the data collection and analysis processes.
  + The document shall outline how the impact analysis being evaluated will serve to inform future project activities.
  + The work plan, timeline, proposal and methodology shall be harmonized.

**Deliverable 2:** Submission of data collected and analyzed, final draft report, key points for discussions during stakeholder meeting, and final report integrating feedback from stakeholder meeting for revision and approval by UNDP.

* Completion of data collection and analysis.
  + - This includes the collection of all qualitative and quantitative data as per the data collection plan in the previous deliverable.
    - This includes data entry, transcription, and translation as necessary as well as data cleaning.
    - Both the raw data and the clean version that was used for analysis purposes shall be submitted to UNDP
    - The analysis shall be clearly done in according with the data analysis plan in the previous deliverable.
* Submission of draft final report for revision and approval by UNDP
  + - The draft final report shall at the very least include the following sections: executive summary, background and introduction, methodology, challenges and limitations, results from quantitative and qualitative data, findings, and recommendations to inform future activities
    - The sections of the draft final report shall be in line which what was proposed under Deliverable 1.
* Completion of key stakeholders meeting for formulating recommendations for scale up and future activities. The key findings from the draft final report shall be shared with key stakeholders for their feedback and a meeting shall be conducted to discuss and integrate their feedback into the final report.
  + - The firm shall prepare the key points that will be discussed in the meeting and submit them to UNDP prior to the meeting for suggestions, approval, and modifications.
    - The key points shall be shared with stakeholders prior to the meeting to enable productive discussions throughout the meetings.
    - The firm shall make notes of stakeholders’ feedback in the meeting and follow up as needed
    - The firm shall integrate stakeholders’ feedback in the report in coordination with and following approval from UNDP.
* Submission of final report to UNDP. The final report shall include the revisions and suggestions to the draft final report in addition to the outputs from the key stakeholders meeting.
* Final presentation of the findings to UNDP

**Reports validation modalities**

Provisional approval of submitted reports (refer to section E) shall take place at each of the defined milestones shown in the delivery schedule (to be agreed with the Consulting firm at the start of the project).

**Delivery Schedule**

The firm is expected to complete and submit the deliverables specified below as per the identified time schedule. Expected overall duration for project completion is 10 weeks from contract signature.

|  |  |  |
| --- | --- | --- |
| **Deliverables** | **Due Date** | **Payment terms** |
| **Upon the submission and approval of Deliverable 1, including:**   * Project work plan, timeline, proposal and methodology * Compendium of documents reviewed | 3 weeks from contract signature | **30% of the total contract** |
| **Upon the submission and approval of Deliverable 2, including:**   * Draft final report * Collected data, raw and cleaned * Data analysis * Notes from stakeholder meeting * Final report | 10 weeks from contract signature | **70% of the total contract** |

1. **QUALIFICATIONS**

## **Firms’ qualifications**

The firm wishing to be considered for the services described herein should have the following qualifications:

1. Technical capacity: The Firm has worked on minimum three similar projects in nature and complexity to the project stated in this TOR such as conducting evaluations that analyze impact to inform future project activities
2. Economic and financial standing: average total annual turnover for the last 3 years (2018, 2019, 2020) must not be less than 50,000 US Dollars

**Only those submissions that comply with the mandatory requirements will be retained for further evaluation.**

## **Profile of requested staff**

The firm will include in its offer a proposal regarding the team composition and structure with recent CVs.

The requested team should have diversified skills including at minimum:

1. **Team Leader**
2. **Data Analyst**
3. **Data collectors (2).**

All proposed staff must be fluent in Arabic and English

Team Leader

* A master’s degree in social sciences, business management, project management, or equivalent;
* Has managed two similar projects in nature and complexity to the project stated in this TOR such as impact analysis

Data Analyst

* Bachelor’s degree in social sciences, business management, or equivalent;
* Has worked on two similar projects in nature and complexity to the project stated in this TOR such as impact analysis

Data collectors (2)

* Technical degree in a related field
* Has worked on two similar projects in nature and complexity to the project stated in this TOR

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Summary of Technical Evaluation Forms** | **Score Weight** | | **Points Obtainable** | |
|
| Expertise of the firm | | 23% | | 230 |
| Proposed Methodology, Approach and Implementation Plan | | 30% | | 300 |
| Management Structure and Key Personnel | | 30% | | 300 |
| Utilization of Resources and Value for Money | | 17% | | 170 |
| **Total** | | | | **1000** |

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Technical Proposal Evaluation** | **Score Weight** | **Points Obtainable** |
| **1.** | **Eligibility and qualifications** | **20%** | **200** |
|  | **5 years of relevant experience in the consultancy field**  Less than 5 years = 0 points; 5 to 6 years = 70 points; more than 7 years = 100 pointes | 10% | 100 |
|  | **Proven experience in impact analysis and evaluation**  Less than 2 projects = 0 points; 2-3 projects= 40 points, 4-5 projects = 65 points; above 5 projects = 70 points | 7% | 70 |
|  | **Turnover of the firm not less than 100,000 USD.**  Less than 50,000 USD = 0 points  50,000 to 100,000 = 22 points  above 100,000 = 30 points | 3% | 30 |
| **2.** | **Proposed Methodology, Approach and Implementation Plan** | **40%** | **400** |
|  | Proposed methodology, approach and support | 35% | 350 |
|  | Proposed work plan, timeline | 5% | 50 |
| **3.** | **Management Structure and Key Personnel** | **40%** | **400** |
| **3.1** | Experience of staff members nominated for this assignment as **Team Leader** | **15%** | **150** |
|  | **A master’s degree in social sciences, business management, project management, or equivalent**  Less than a master’s degree = 0 points; Bachelor degree= 40 points; master’s degree= 70 points, Phd = 80 points | 8% | 80 |
|  | **Has managed two similar projects in nature and complexity to the project stated in this TOR such as impact analysis**  Less than 2 projects = 0 points; 2 projects= 50 points, more than 2 projects = 70 points | 7% | 70 |
| 3.2 | Experience of staff members nominated for this assignment as **Data Analyst** | **13%** | **130** |
|  | **Bachelor’s degree in social sciences, business management, or equivalent**;  Less than a Bachelor degree = 0 points; Bachelor degree= 35 points; master’s degree= 50 points, Phd = 70 points | 7% | 70 |
|  | **Has worked on two similar projects in nature and complexity to the project stated in this TOR such as impact analysis**  Less than 2 projects = 0 points; 2 projects= 50 points, more than 2 projects = 70 points | 6% | 60 |
| **3.3** | Experience of **data collectors** (2) | **12%** | **120** |
|  | **Technical degree in a related field**  Less than technical degree = 0, technical degree = 45, higher than technical degree = 60 | 6% | 60 |
|  | **Has worked on two similar projects in nature and complexity to the project stated in this TOR**  Less than 2 evaluations = 0 points; 2 evaluations = 45 points, more than evaluations = 60 points | 6% | 60 |
|  | **Total** | | **1000** |

The evaluation method for award of contract is based on **Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively**

1. **LANGUAGE REQUIREMENTS**

All requested deliverables and reports shall be written and submitted in English and any interviews and surveys will be conducted in either Arabic or English per the respondents’ preference and submitted and presented in English.

1. **DURATION**

The duration of the assignment **shall not exceed 10 weeks/months from the contract signature date.**

1. World Health Organization, Steps in applying Probability Proportional to Size (PPS) and calculating Basic Probability Weights, [Microsoft Word - Steps in applying Probability Proportional to Size\_ABierrenbach.doc (who.int)](https://www.who.int/tb/advisory_bodies/impact_measurement_taskforce/meetings/prevalence_survey/psws_probability_prop_size_bierrenbach.pdf) [↑](#footnote-ref-2)
2. UNEG, ‘Ethical Guidelines for Evaluation’, 2020. Access at: <http://www.unevaluation.org/document/detail/2866> [↑](#footnote-ref-3)