

Terms of Reference

National or International consultants: International

Description of the assignment (Title of consultancy): Mid-Term Review of the LEPAP project

Project Title: Lebanon Environmental Pollution Abatement Project (LEPAP)

Period of assignment/services: 9 weeks – 30 working days

Definitions

LEPAP	Lebanon Environmental Pollution Abatement Project
MoE	Ministry of Environment
UNDP	United Nations Development Project
MTR	Mid Term Review
PMU	Project Management Unit
PAC	Project Advisory Committee
PDO	Project Development Objective
BdL	Banque du Liban

Background

As a follow up to the Country Environment Analysis, and in order to ensure a smooth transition for Lebanon to environmental sustainability, the Government of Lebanon, through the Ministry of Environment (MoE) has requested the support of the World Bank and the Italian Government to establish the Lebanon Environmental Pollution Abatement Project (LEPAP). LEPAP is a joint initiative between the MOE, the Ministry of Finance, Banque Du Liban (BDL), the World Bank, the United Nations Development Programme (UNDP) and the Italian Agency for Development Cooperation to set up a mechanism for financing industrial pollution abatement interventions.

As a national initiative, LEPAP aims at responding to the challenges for promoting financial and environmental sustainability of the industrial sector in Lebanon by reducing industrial pollution in targeted industrial enterprises. Therefore, LEPAP provides technical assistance and financial facilities, through selected commercial banks, to private industrial enterprises to bring their effluent discharges or their air emissions towards compliance with the Decree No. 8471/2012 “Environmental Compliance for Establishments”. LEPAP also contributes to strengthening the monitoring and enforcement capabilities of the MOE.

LEPAP consists of two main components: (A) Technical Assistance Component equivalent to EUR 2.3 million funded by the Italian Agency for Development Cooperation, and (B) Investment Sub-projects Component equivalent to US\$ 15 million funded by the World Bank.

The project became effective on January 28, 2016 following its ratification by the Lebanese Parliament on November 24, 2015 and will be implemented over a period of 5 years.

1. Objective of the Assignment

The overall objective of this assignment is to assess the progress towards the achievement of the project development objectives (PDOs) and outcomes as specified in the Loan Agreement and Project Appraisal Document. This will entail an in-depth assessment of the project content and its management and implementation, including fiduciary, legal and safeguards aspects, to determine the extent to which its development objectives and the objectives of each of the components are likely to be met by its completion date. This assignment is to assess the appropriateness of the content, sequencing and funding of the project components and to make constructive recommendations that will form the basis of a draft Mid-Term Review report. The recommendations will also specify any further corrective actions necessary for the second half of the project to ensure fulfillment of the overall PDOs.

2. Scope of work, responsibilities and description of the proposed analytical work

The overall purpose of the MTR is to provide the Government of Lebanon, the World Bank, the Italian Agency for Development Cooperation (AICS) and interested stakeholders objective recommendations for the project's efficient performance towards achieving its Development Objectives. The specific tasks to be performed are:

- i. Assess project's overall results and impacts in terms of development outcomes. Review and determine whether the underlying assumptions are still relevant and project development objectives are achievable within the current project time frames.

- ii. Discuss with borrower and project beneficiaries the continued relevance of the project development objectives and likelihood of achievement during the remaining implementation period (taking into account current sector/government priorities).
- iii. Examine the project's Results Framework and determine the appropriateness of objectives, indicators, and targets. Examine M&E arrangements and performance, including availability and timeliness of data, and use of information for managing the project. Propose changes to the results framework according to the review.
- iv. Examine the project's risks and assumptions and determine their appropriateness and continued relevance. Identify new risks and risk management measures as appropriate.
- v. Review and determine the extent to which the stated objectives of each component are being achieved. Liaise with component consultants and stakeholders to identify priority activities which will help achieve the PDO in the project time period.
- vi. Assess the relevance, efficiency, effectiveness and sustainability of methods and mechanisms adopted for the implementation of each component. Analyze financial progress under each project component and assess whether the use of funds matches the progress, efficacy, quality, and timeliness of procurement and disbursement activities. Provide recommendations for changes or improvements accordingly.
- vii. Review and determine the extent of compliance with the project's legal covenants, including fiduciary requirements, environmental and social safeguards policies, etc. In particular, evaluate a) the fiduciary requirements and funds flow mechanism, vis-à-vis the role of BdL and the commercial banks; and b) the environmental and social safeguards mechanisms and requirements, vis-à-vis the role of MoE and the commercial banks in the project
- viii. Assess the performance and delivery capacity of MoE being the Agency implementing the Project
- ix. Review the adequacy of project implementation and management arrangements in terms of staff, effectiveness in use of existing systems (fiduciary, safeguards, M&E), contract management capacity, institutional arrangements, reporting etc.
- x. Review the effectiveness and adequacy of the 'carrots' (e.g low interest loan) and 'sticks' (e.g. compliance decrees) in the project, as they apply to the different stakeholders, as well as their implementing mechanisms, in order to meet the project development objectives
- xi. Assess what makes (or would make) LEPAP an attractive proposition for commercial banks to develop it as a line of business, as well as for the enterprises to access loans from.
- xii. Review the adequacy of the project operations manual (POM) in terms of providing clear guidance on operational aspect of the project and advise if the POM would need any revisions.
- xiii. Assess quality of cooperation with other relevant donors, partners, and institutions within the sector as well as the clarity of roles and responsibilities, effectiveness of decision-making, etc.
- xiv. Assess adequacy of implementation support arrangements (approach, resources), usefulness to anticipate problems, and effectiveness of follow-up recommendations
- xv. Identify and examine the key project implementation issues and submit background notes for the stakeholder discussion.
- xvi. Identify and document lessons learnt during project implementation.
- xvii. Assess the degree of compliance with the project's fiduciary and safeguards aspects and with project legal covenants in financing agreement and disbursement letter.
- xviii. Collect and organize relevant information and data on key issues and developments for conducting a successful and well substantiated independent Mid-Term Review.
- xix. Based on the above, reassess project risks, identifying any new risks that need to be taken into consideration.
- xx. Make recommendations based on the review findings to improve the overall performance, achievement of the project development objectives and sustainability of the project.

- xxi. Review the role and responsibility of the Project Advisory Committee and recommend any possible changes.

An MTR Workshop is envisaged. This is expected to provide the stakeholders the opportunity to discuss the Consultant's analyses and recommendations and examine critically all aspects of the project's implementation with a view to improving its performance and where necessary effecting needed changes.

3. Expected outputs and deliverables

The Consultant will prepare a consolidated draft MTR Report, four (4) weeks after commencement of the service. He/she will make a presentation of the draft Report to the Government stakeholders, including the Ministry of Environment, BdL, Ministry of Finance, PAC and others. The Draft report will be shared with the Bank team as a critical source of information towards the MTR. The recommendations may include proposals for restructuring of the project, reallocation of funds from one component to another, and cancel/add activities based on the evaluation if considered necessary

The consultant is expected to accommodate comments provided by the stakeholders, including acquiring additional data, completing analysis etc., as required. A draft Final report shall be prepared in seven (7) weeks after the commencement date and shared with the Government and the Bank team. The Consultant will participate in the MTR session and finalize the report, accommodating the MTR findings and feedback from various stakeholders.

The consultancy will follow the following reporting requirements (It should be noted that the target due dates are indicative and can be subject to change depending on the progress of the consultancy):

#	Deliverable	Estimated Duration to Complete (man-days)	Target Due Date	Review and Approvals Required
1	Draft MTR Report	10	22 March 2018	MoE/PMU, World Bank, AICS
2	Power point presentation and minutes of the stakeholder Workshop for the Mid-Term Review	10	1 st week of April 2018 (exact date to be determined later by the PMU)	PAC members, Commercial Banks, Industrial Enterprises working under LEPAP, other relevant stakeholders.
3	Final MTR Report	10	30 April 2018	MoE/PMU, World Bank, AICS

4. Institutional Arrangements

The MTR Consultant will report to the Head of Service of Urban Environment. He/She will work collaboratively with the Project Advisory Committee (PAC) with support from the PMU, which currently consists of:

Advisory Committee

- Ministry of Environment (Chair)
- Banque Du Liban

- Ministry of Finance
- Ministry of Industry
- Council for Development and Reconstruction
- Association of Lebanese Industrialists
- Association of Banks in Lebanon
- Chamber of Commerce Industry and Agriculture

Project Management Unit

- Project Manager
- Project Procurement Officer
- Project Monitoring and Evaluation Officer

The Consultant will also work closely with the banking and industry stakeholder involved in the development and implementation of the project.

5. Duration of works

The estimated duration of the assignment will be 30 man-days spread over a period of 9 weeks. The Consultant is expected to conduct 2 missions to Lebanon of 7 working days each including 1 week for the Mid-Term Review session expected to take place in the **first week of April 2018**. The Consultant shall provide electronic copies of the deliverables.

The table below provides an estimated timeframe for the implementation of the activities under this consultancy:

Activity	Timeframe	Target Due Date
Commencement	M = Start Date	1 March 2018
Inception Report	M + 1 week	8 March 2018
Draft MTR Report	M + 3 weeks	22 March 2018
Power point presentation and Stakeholder Workshop	M + 5 weeks	1 st week of April 2018 (exact date to be determined later by the PMU)
Draft Final Report	M + 7 weeks	19 April 2018
Final Report	M + 9 weeks	30 April 2018

6. Duty Station

The assignment will mainly involve review and analysis of relevant documents and records held by the PMU, Banks (BdL and Commercial Banks), the World Bank, as well as interviews with key representatives of these organizations, including project site visits as required. The PMU, being responsible for the Project and overseeing its overall implementation, will ensure that the Consultant has access to all relevant documentation and records, and provide appropriate introduction to relevant officials and institutions for consultation as the Consultant may require.

The PMU, with the support of the PAC, will also provide the consultant with the following:

- i. Working space
- ii. Administrative support including technical and communication facilities and assistance in making appointments, travel arrangements, organizing meetings, workshops and distributing documents and other provisions necessary to facilitate the work of the Consultant

7. Requirements for experience and qualifications

An independent Consultant will be selected to conduct the MTR using the UNDP Individual Consultant selection method. The Consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the project relevant documents) and should not have a conflict of interest with project's related activities.

I. Academic Qualifications:

- A Master's degree in environmental sciences, environmental policies, , environmental economics, or other closely related field.

II. Years of Experience:

- Work experience in pollution management for at least 10 years;

III. Technical Experience:

- Experience in financial products/intermediary operations;
- Experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience working with the World Bank or World Bank-evaluations;
- Project evaluation/review experiences within the World Bank system will be considered an asset.

IV. Competencies

- Strong interpersonal skills, communication and diplomatic skills, ability to work in a team;
- Good writing and reporting skills;
- Good presentation skills;
- Excellent communication skills;
- Demonstrable analytical skills;
- Ability to work under pressure and stressful situations, and to meet tight deadlines.
- Excellent communication skills in English. Arabic is an asset.

8. Scope of price proposal and schedule of payments

The Consultant is expected to submit a financial proposal based on a Lump Sum amount including fees and foreseeable expenses, including all travel to Lebanon and within Lebanon during missions.

- Lump sum amount must be “all-inclusive”¹;
- The contract price is fixed regardless of changes in the cost components

Payments to the consultant will be made according to following schedule:

#	Deliverable	Payment
1	Satisfactory submission of Deliverable 1	10%
2	Satisfactory submission of Deliverable 2	30%
3	Satisfactory submission of Deliverable 3	60%

Examples of Areas/Activities to be covered in a Mid-term Review Process

<i>Area of review</i>	<i>Possible activities</i>
Borrower’s commitment and ownership	Conduct meetings with higher-level authorities, implementing agency, and other relevant stakeholders to discuss the borrower’s commitment to the project.
Relevance of PDO	<p>Assess project’s overall results and impacts in terms of development outcomes (identify specific beneficiaries, directly related benefits for primary stakeholders, and potential benefits to be achieved during the remaining project implementation period).</p> <ul style="list-style-type: none"> • Discuss with borrower and project beneficiaries the continued relevance of the project development objectives and likelihood of achievement during the remaining implementation period (taking into account current sector/government priorities).
Adequacy of PDO, Results Framework & M&E arrangements	Examine the project’s Results Framework and determine the appropriateness of objectives, indicators, and targets. Examine M&E arrangements and performance, including availability and timeliness of data, and use of information for managing the project.
Adequacy of project design to achieve expected results and sustain the efforts during and after project implementation (sustainability)	<p>Review progress (physical or otherwise), efficiency and adequacy of each project component in terms of delivery of project inputs, activities, and outputs.</p> <ul style="list-style-type: none"> • Review quality of outputs and conformity with technical specifications (visit project sites) • Analyze financial progress under each project component and assess whether the use of funds matches the progress, efficacy, quality, and timeliness of procurement and disbursement activities.

¹ The term “all inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal.

	<ul style="list-style-type: none"> • Assess relevance and effectiveness of technical assistance in building client's capacity and institutions, including training given to primary stakeholders and staff with regards to expected objectives. • Discuss/assess whether current project design (components, scope, activities, timeframe) continues to be an adequate mechanism to achieve expected project results. • Sustainability of project outcomes -assess likelihood that achievements under project are sustainable and will continue to be so after project completion.
Adequacy of implementation plan	Assess adequacy of project implementation plan in terms of the remaining timeframe and the implementation of remaining procurement activities and disbursement schedule. Assess if there is adequate time to complete project activities.
Cost Effectiveness	Review project costs and assess whether original cost estimates remain accurate. Assess project cost-effectiveness if possible. Assess whether the Economic Analysis is still relevant and the cost effectiveness of project interventions is still the case
Adequacy of implementation and management arrangements	<p>Review the adequacy of project implementation and management arrangements in terms of staff, effectiveness in use of existing systems (fiduciary, safeguards, M&E), contract management capacity, reporting, etc.</p> <ul style="list-style-type: none"> • Assess quality of cooperation with other relevant donors, partners, and institutions within the sector as well as the clarity of roles and responsibilities, effectiveness of decision-making, etc. • Assess adequacy of implementation support arrangements (approach, resources), usefulness to anticipate problems, and effectiveness of follow-up recommendations • Assess adequacy and timeliness of counterpart funds flowing into the project
Compliance with fiduciary/safeguards aspects	Assess the degree of compliance with the project's fiduciary and safeguards aspects and with project legal covenants in financing agreement including adequacy of grievance redress mechanisms
Overall implementation risks	Based on the above, reassess project risks, identifying any new risks that need to be taken into consideration.