

## **Annex I**

### **Terms of Reference (TOR)**

#### **A. Project title**

External Evaluation of the 2010-2014 UNDAF, and formulation of the 2015-2019 UNDAF/ISF

#### **B. Project Description**

At the beginning of 2013, the UN Country Team (UNCT), in close collaboration with the Government of Lebanon, initiated the planning process for the development of the next UN Development Assistance Framework (UNDAF). As agreed by the UNCT in late 2012, the planning processes of the UNDAF and of the Integrated Strategic Framework (ISF) will be combined into one single effort. This will help further simplify procedures, reduce costs and overlaps, and build on the synergies across the UN system, thus marking an important step forward towards integration in Lebanon.

The overall *objective* of the consultancy is twofold.

First, to conduct an external evaluation to assess the contribution of the UNDAF in enabling a coherent development engagement in Lebanon, and to identify the factors that have affected its implementation. The evaluation will identify what worked and what did not work and why. The UNDAF external evaluation is also expected to identify challenges, constraints, and lessons learned, and to provide recommendations on substantive and process issues to inform the planning process for the 2015-2019 UNDAF/ISF to be undertaken in the second half of 2013.

Second, the consultant will develop the 2015-2019 integrated UNDAF in close collaboration with the thematic integrated working groups. This will be based on the results of the Strategic Country Analysis of 2013. This will include the UNDAF narrative document, the results matrix and the Monitoring and Evaluation (M&E) framework. The new UNDAF/ISF cycle will take into consideration the lessons learned and the recommendations made by the external evaluation, by the UNCT strategic planning retreat, and by the country strategic analysis.

#### **C. Scope of Work**

1. **UNDAF external evaluation.** The consultant is expected to undertake the following tasks:
  - Assess the relevance of the UNDAF, by determining the extent to which the outcomes and outputs of the UNDAF are consistent with the country needs and national priorities;
  - Assess the effectiveness of the UNDAF, by determining what value it added in generating common outcomes;
  - Assess the implementation efficiency, by evaluating the extent to which outcomes were achieved with the appropriate amount of resources and minimum transaction costs;

- Assess the UNDAF sustainability, i.e. the extent to which the benefits of development interventions are likely to continue after the UNDAF is completed;
- Assess the integration and alignment between the UNDAF, and UN agency country programme documents and frameworks;
- Assess the efficiency and transaction costs of UN inter-agency coordination structures in place to support the UNDAF implementation, determine to what extent the UNDAF created synergies among agencies and involved concerted efforts to optimize results and avoid duplication.

The external evaluation will cover the first three years of the UNDAF implementation, from January 2010 to December 2012.

2. **Formulation of the UNDAF/ISF.** The consultant is expected to undertake the following tasks:

- Undertake a desk review of the relevant literature, including the Strategic Country Analysis report, the guidelines for UNCT on “How to Prepare an UNDAF”, the Integrated Mission Planning Process (IMPP) guidelines, and other relevant background documents;
- Based on the Strategic Country Analysis, define the UNDAF/ISF structure, and outline the inter-agency coordination structure to be established and the strategies to be put in place to implement the integrated UNDAF and achieve the strategic priorities;
- Develop the narrative component of the UNDAF/ISF document, outlining the agreed outcomes and providing some explanatory and analytical basis in support of the outcomes;
- Develop the outcome results matrix, including indicators, baseline, targets, lead and participating UN agencies, implementing partners, implementation timelines and allocated budgets;
- Develop a Monitoring and Evaluation (M&E) plan outlining the key monitoring and evaluation tasks required throughout the implementation of the 2015-2019 integrated UNDAF.
- Finalize the 2015-2019 UNDAF/ISF document.

**D. Expected Outputs and Deliverables**

<b>Deliverables/ Outputs</b>	<b>Estimated Duration to Complete</b>	<b>Target Due Dates</b>	<b>Review and Approvals Required</b>
Draft external evaluation report available to the Planning Core Team for comments	Two weeks	14 June (tentatively)	Head of UNRCO
Presentation of key findings and recommendations to the UNCT	One working day	14 June (tentatively)	Head of UNRCO
Final report containing the key findings, lessons learned and recommendations	One week	21 June (tentatively)	Head of UNRCO
Draft UNDAF document and	Two weeks	27	Head of UNRCO

results matrix available to the Planning Core Team for comments		September (tentatively)	
Presentation of the draft UNDAF to the UNCT for feedback	One working day	2 October (tentatively)	Head of UNRCO
Final UNDAF document and results matrix available	Two weeks	18 October (tentatively)	Head of UNRCO

## **E. Institutional Arrangement**

The consultant will report to the UN Resident Coordinator through his Head of Office.

The consultant is expected to regularly liaise with the RCO and the UNDAF/ISF Planning Core Team, constituted of senior programme officers and coordination advisors from several UN entities. The Planning Core Team will provide technical and advisory support and guidance to the consultant throughout the UNDAF external evaluation and formulation.

To conduct the external evaluation of the 2010-2014 UNDAF, the consultant will be expected to undertake individual interviews and group consultations with UN entities, relevant government institutions, donors, and relevant beneficiaries.

For the 2015-2019 UNDAF formulation, the consultant will lead the development of the narrative document, the results matrix and the M&E framework in close collaboration with the thematic integrated working groups, under the overall guidance of the UNCT. UN lead agencies for the integrated working groups will provide continuous advisory and technical support to the consultant. The integrated M&E working group will also technically support the consultant on the development and finalization of the results and M&E matrices.

The external evaluation report of the 2010-2014 UNDAF and the final 2015-2019 UNDAF/ISF document will be endorsed by the UNDAF National Steering Committee, composed of UN and Government senior officials.

The UN Resident Coordinator's Office (UNRCO) will provide technical and logistical support to the consultant throughout the country strategic analysis.

## **F. Duration of the Work**

The consultant is expected to deliver the UNDAF external evaluation final report by June 21<sup>st</sup> 2013. It is estimated that the consultancy will require three weeks of work that will include 15 working days.

The consultant is also expected to deliver the 2015-2019 UNDAF/ISF document, including the

results matrix and the M&E Framework, by October 18<sup>th</sup> 2013. It is estimated that the consultancy will require four weeks of work that will include 21 working days.

**G. Duty Station**

Beirut, Lebanon.

**H. Qualifications of the Successful Individual Contractor**

- Advanced university degree (masters or equivalent) in Social Sciences, International Relations, Political Sciences or related fields;
- At least 8 years of relevant professional experience in monitoring and evaluation, and in strategic planning;
- Prior experience in developing and evaluating UN development assistance frameworks;
- Good communication and interpersonal skills;
- Excellent knowledge of English.

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

The consultant will be paid through a lump sum amount which is “all-inclusive”.

The consultant will receive one third of the total lump sum for the UNDAF external evaluation upon completion of the draft Evaluation Report, while the remaining two thirds will be paid upon completion of the final report.

The consultant will receive one third of the total lump sum for the formulation of the 2015-2019 integrated UNDAF upon completion of the draft UNDAF document, including the draft results matrix and the M&E framework. The remaining two thirds will be paid upon completion of the UNDAF/ISF document.