

## Terms of Reference

**National or International consultants:** National

**Description of the assignment (Title of consultancy):** capacity building of the fishery cooperative in Qalamoun- operation and management of the new Fish Market

**Project Title:** Supporting Lebanese Host Communities Affected by the Syrian Crisis 00084708

**Period of assignment/services:** 20 working days spread over 2 months

### 1. Background

The impact of the Syria crisis on Lebanon is unprecedented in the history of complex, refugee-driven emergencies. The crisis is not only challenging the country's existing social and economic infrastructure and employment, it also brings to Lebanon a new set of disparities, cleavages and tensions that threaten to undermine Lebanon's delicate social and political stability. Due to the crisis, Lebanon is witnessing a sharply rising influx of Syrian refugees through the Northern and Eastern borders. Within this setting, The United Nations Development Programme (UNDP) has taken on a number of roles to help ensure that the response to the refugee influx, while focusing on the immediate lifesaving needs of the refugee population, also contributes to longer-term objectives, more resilient host communities and supporting durable solutions. In that regard, UNDP plays three equally important and reinforcing roles; 1) Support to vulnerable host communities integrated components for stabilization, and livelihoods; 2) Inter-agency coordination through UNDP's co-lead of the Lebanon Crisis Response Plan and 3) Sector Coordination through UNDP's lead of the Livelihoods, Social Stability and Energy Sector.

Within the programming component, UNDP formulated a Stabilization and Recovery Programme (SRP) which sets out the overall institutional response to stabilize the current situation in Lebanon, UNDP sets up a specific program for host communities (Lebanon Host Community Support Program - LHSP) in term of reducing and mitigating the Syrian crisis' effect on the most poor Lebanese communities, looking at increase livelihoods and jobs opportunities, improve the basic services delivery and reduce communities social conflicts.

The LHSP methodology contribute to:

- The development of institutional capacity in a crisis context, without which neither local government nor the social and private sector can have the context or foundational base to stimulate economic and social progress;
- The enacting and implementation of interventions that create an enabling environment for effective participation in sustainable local solution for resilience;
- The enhancing of the capacities of people who are normally bypassed in the distribution of the social and economic benefits to participate more effectively in productive activities on which their livelihoods depend.
- The creation of enabling environment for gender equality and inclusion for vulnerable people including disabled and youth.

The Four outputs of LHSP are:

- Output 1: Capacity of local stakeholders strengthened to assess and respond to the needs of the community in the design and delivery of interventions in a conflict-sensitive and participatory manner.
- Output 2: Competition for basic services reduced in vulnerable communities
- Output 3: Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes
- Output 4: Jobs opportunities increased particularly for vulnerable women, disabled persons and youth

Within the coordination components, UNDP leads on stabilization, under the overall umbrella of the Regional Refugee and Resilience Response Plan (3RP) for the Syria crisis. In addition to this overall leadership role, UNDP is also leading three of the ten sectors of the response, the social stability, livelihoods and energy sectors, while UNDP programmes are providing crucial contribution to Lebanon's stability by supporting host communities in the areas of livelihoods, basic infrastructure and environmental and social stability.

Through the LCRP response management, UNDP places a strong emphasis on ensuring an integrated Monitoring & Evaluation framework, based on a broad evidence base, informed by quantitative and qualitative research as well as direct engagement with affected populations. Furthermore, mainstreaming protection, conflict sensitivity, gender and environment are key areas of focus within the response and for UNDP

## **Project Background**

Qalamoun is a semi-urban town of around 10,000 housing units, at the southern gates to the North at proximity of Mina and Tripoli.

The town is known for its geographic location at the sea shore, its small economic activities that become part of its identity, such as some variety of home processed food and Mouneh, the hospitality sector based on the sea food, noting that a high percentage of its population is highly educated and are integrated in the academic institution and other advantaged job opportunities.

The impact of the COVID 19 situation and lock down, in addition to the deterioration in the economic situation have their higher impact on the most vulnerable people relying on their daily income to support their families, including people who have their livelihood secured from the fishery sector.

Recently the ministry of Public works delivered to the fishermen cooperative in Qalamoun, a newly built facility including rooms for the fishermen equipment and a small workshop for nets and other fishing tools repair. Yet the hangar where the fish is displayed and sold still in bad shape and consists of an old rusty hangar, with old equipment used for displaying and cooling fish. After the latest storms in the year 2021, the Hangar was dislocated, partially dismantled, and almost out of service. To note that the produced fish is sold through this market and other 2 private fish stores in the town.

The upgrade of the small fish market, will allow fisherman to display properly and safely their products and reach more clients, especially the town hosts lot of snacks and restaurants famous for their seafood plates, especially that after the economic crisis, linked to the depreciation on the local currency and high rates of inflation, additional residents, including Syrian refugees, joined the sector and fishing activities to secure their livelihoods.

UNDP is currently in the process to build a new Fish Market, to replace the old one, and to provide better hygiene environment, and better functionality.

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

- ✓ The Expert is expected to carry out a quick need assessment to identify the current gaps and challenges facing the fishery cooperative from Business and Management perspective.
- ✓ The expert is expected to identify and classify the existing gaps and needs related to the operation and management capacity, according to a participatory and inclusive approach.
- ✓ The expert is expected to propose and implement the suitable training and capacity building plan, targeting the cooperative and the personnel engaged in the operation of the fish market, including but not limited to the following:
  - Management Training (including but not limited to Administration, Accounting, Marketing...etc. as deemed necessary and found a gap in the assessment)
  - Financial Training (Basic for planning and Cash Flow Management)
  - An operational plan to be drafted with the fishery cooperative concerned members
  - General managerial hygiene and food safety guidelines related to the sector and the market.
  - Any other topics, technical or related to the operation that will be assessed to be relevant with the beneficiaries.
  - COVID19 safety measures and related practices.

## 3. Expected Outputs and deliverables

The Expert will be responsible for the following:

**Task 1:** Perform a needs and gap assessment, with the beneficiaries, stakeholders and official entities.

**Deliverable 1:** Submission and approval of the need assessment report

**Task 2:** Develop a training curriculum in order to capacitate the cooperative and the people in charge of the operation, management and monitoring of the fish market.

**Deliverable 2:** submission and approval of the full training materials proposed for the capacity building and submitted to UNDP

**Task 3:** Implement the needed training sessions and operation plan development

**Deliverable 3:** submission and approval of report and evaluation of the activity implementation

**Task 4:** Evaluate the activity, and identify additional opportunities or activities that can highlight the impact of the project in the future.

**Deliverable 4:** submission of recommendations for additional opportunities or activities

**Task 5:** submit a final report including all the above: findings, training, evaluation, recommendations, along with other materials (such as but not limited to photos, attendance sheets)

**Deliverable 5:** Submission and approval of final report, including all the previous reports and the related materials.

<b>Deliverables/ Outputs</b>	<b>Estimated Duration to Complete</b>	<b>Estimated working days</b>	<b>Review and Approvals Required</b> ( <i>Indicate designation of person who will review output and confirm acceptance</i> )
Deliverable 1: Submission and approval of the need assessment report	Two (2) weeks after the contract signature	5	UNDP North Area Manager and Socio economic officer in the North
Deliverable 2: submission and approval of the full training materials proposed for the capacity building and submitted to UNDP	Four (4) weeks after the contract signature	4	UNDP North Area Manager and Socio economic officer in the North
Deliverable 3: submission and approval of report and evaluation of the activity implementation	Six (6) weeks after the contract signature	5	UNDP North Area Manager and Socio economic officer in the North
Deliverable 4: submission of recommendations for additional opportunities or activities	Seven (7) weeks after the contract signature	3	UNDP North Area Manager and Socio economic officer in the North
Deliverable 5: Submission and approval of final report, including all the previous reports and the related materials.	Eight (8) weeks after the contract signature	3	UNDP North Area Manager and Socio economic officer in the North

***\*The consultant could work on several tasks on the same time if suitable – as long as the total work shall not exceed 2 Months including the Final Report***

#### **4. Institutional arrangements**

The consultant will work under the direct supervision of UNDP North Area Manager and the Sr. Socio Economic officer in the North

#### **5. Duration of work**

Twenty (20) working days spread over a period of 2 months starting from contract signature date

#### **6. Duty station**

Homebased with several visits to the site as deemed necessary for the assessment and the training.

## 7. Requirements for experience and qualifications

### I. Academic Qualifications:

Bachelor Degree in Business, Management, Economic Development, Agricultural Engineering or any related field.

### II. Years of experience:

Minimum 5 years in developing business plans, implement or supervise trainings targeting MSMEs and/or cooperative or productive NGOs

### III. Technical experience:

Minimum of 2 implemented projects in business development, training delivery, and capacity building targeting cooperatives, among other beneficiaries

Minimum 1 project related to the fishery sector and/or Maritime sector(Projects List and Details to be sent along with the application showing the above needed Technical Experience)

### IV. Other assets:

- Excellent written and spoken Arabic and English
- strong oral and written communication skills.
- Willing to travel all project sites all over Lebanon mainly Qalamoun and North Lebanon.
- Attention to details, listen actively, acknowledging and responding constructively to other points of view;
- Ability to work under pressure, meet deadlines and handle multiple tasks simultaneously and accurately;
- Ability to assume responsibility and to coordinate with others.
- Produces quality outputs in a timely manner when assigned a given task;
- Full commitment to UNDP rules and regulations

## 8. Scope of Price Proposal and Schedule of Payments

Payments will be based on a lump sum amount as per the below deliverables:

Deliverables	Time frame	Payments
Deliverable 1 and 2	4 weeks from contract signature date	45 % of the total amount
Deliverables 3,4, and 5	8 weeks from contract signature date	55% the total amount