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 asses 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
Enfeh is a coastal village located in Al Koura district that stretches from the Mediterranean Sea up to Mount Lebanon, and comprises a series of foothills surrounding a low-lying plain where olive is cultivated. The olive orchards of Koura are among the most extensive in Lebanon. However, Enfeh is particularly known for its Touristic Maritime Attractions as well as Olive cultivation and olive oil production.

Due to Enfeh location on the coast, its main economic activities are fishing, maritime touristic resorts and sea food cuisine. the town has its small port and hosting a small fishermen cooperative as well.

On the other hand, Enfeh village is listed as heritage area, due to its richness in many archeological sites, in addition to that, the town is characterized by its unique identity related to the local cuisine (sea food), the distinguished architecture that we can notice especially in the old souks, as well as the religious heritage.

Recently, the town became famous for its maritime attractions, such as diving, resorts, and local Mediterranean cuisine mainly sea food noting that the Lebanese people are usually consuming lots of fish in their food diet and the Local demand for fish is considerably higher than the neighboring Middle Eastern countries.

All these resources have not been well invested till the moment, and the local inhabitant rely on employment in the private and public sector, fishing activities, and hospitality small businesses, or leave the town to look for better opportunities in the cities or abroad. To note that the municipality have conducted basic assessments on some sector to develop a strategic plan and activate the growth of the existing economic activities, without distorting the identity of the village, and have dedicated a land that can host small industrial activities.

Currently, after the spread of COVID 19 in Lebanon, the country is under a state of emergency which lead the government to announced the closure of All businesses except those related to the food and health industries (grocery shops, pharmacies); leading to a loss of jobs for hundreds of thousands of people. The new development exacerbates an already challenging economic situation for the most vulnerable host communities and refugees, particularly affecting people with specific needs, female-led households, youth, children and elderly.

Therefore, the need to identify and implement some initiatives to strengthen the value chains development is a crucial approach to enhance economic development, generate job opportunities and support inclusive economic growth. Moreover, strengthening value chains has the potential to provide economic benefits at multiple levels creating a trickle-down effect on vulnerable groups.

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

- The Expert is expected to carry out a validation and an assessment of Enfeh village main productive sectors, taking into consideration its close surroundings sharing the same aspects (maritime, coastal, agricultural, touristic…) and identify the main 3 value chains that could be the entry point for intervention in the village for a Production and Service Facility, including by not limited to the maritime and the fishery sector taking into consideration the sectors that extend to the neighboring villages.
- The expert is expected to identify the existing value chains with potential along with a SWOT analysis
- The expert is expected to conduct a detailed market assessment of the selected value chain
- The expert is expected to propose the suitable potential interventions including a possibility for a production and service facility along with its business and operational plan while keeping in mind the main objects:
  - Sector and Value Chain Development
  - Job Creation with focus on Women and Youth
  - Income Generation
  - Improving the Quality
  - Create a competitive and comparative edges
  - Preserving the Environment

3. **Expected Outputs and deliverables**

The Expert will be responsible for the following:

**Task 1:** Perform desk review of the exiting value chains and the previous studies available in Enfeh and conducting site visits, interviews and meetings when necessary.
**Task 2:** present the situation analysis and positioning of Enfeh based on the findings of site visits, interviews and meetings, focus group discussions… with the relevant stakeholders; (Municipality, and the relative committees…. to understand better the current status of the village and identify the main recourses available. (Reports shall include Attendees Lists, Pictures and MoMs).

**Task 3:** Liaise with the relevant Ministries, and Authorities, Chamber of Commerce…etc. to be in line with their work strategies and align the expected outcome if needed and generate relative reports on these meetings. (Reports shall include Pictures and MoMs).

**Task 4:** based on all the above findings, identify 3 main Value Chains with potential for growth in the town, submit the respective SWOT analysis

**Task 5:** present the result of the assessment to the Municipality and the UNDP Team and based on the discussion of the findings, select together the value chain that will be the focus of our in-depth study and intervention.

Once the value chain is selected, UNDP will recruit a technical expert in the value chain to define the specific needs and requirement of the value chain including the advice on the facility design and definition and selection of equipment. The IC must work closely with a technical expert assigned by UNDP to complement the below tasks

**Task 6:** once the Value Chain is selected, conduct the necessary in-depth meetings, focus group discussions, interviews… with the relevant stockholder to better assess the value chain and to identify the below:
- Carry on a Market Assessment to define the exact sustainability factors and growth of the identified priorities that are the most relevant for Enfeh and its surroundings.
- Generate a value chain/sector gap analysis to define the intervention needs such as training needs, practices or production methods to be induced, identification of new tools and equipment needed, Identification of new markets…
- Operational and Management analysis and identification of weaknesses and opportunities in the targeted value chain as well as regional or national level constraints to the advancement and competitiveness of the specific value chain to build upon them the possible intervention.
- Identify targeted interventions to strengthen the value chain such as upgrading and strengthening the weakest links in the value chains (e.g. addressing infrastructure, technical capacity or financial gaps) to improve the overall competitiveness of the value chain, creating new linkages in the value chain (regionally, national or internationally) or strengthening existing ones to improve the efficiency of value chains.

**Task 7:** Based on the Assessment results the Consultant is expected to provide a Business Plan and Operation module for a platform and an investment in Enfeh within the Sector Chosen, including:
- Market Analysis
- Competitive Analysis
- Breakdown of Products and Services with a detailed specification
- Organizational Structure
- Operational Plan
- Sales & Marketing Plan
- Financial Forecasting

The business plan should take into consideration the possibility of gender and people with disability participation. Once the Business plan is developed the Consultant should provide a Management and Operation Module (Direct Management by the Municipality, Sub-Contracting for a local NGO or Cooperative, Private-Public Partnerships…etc.) and provide a justification for selection.

**Task 8:** Once operation module is chosen the Expert shall provide Conditions and Tender Guidelines that shall be provided to the Municipality to be used.

**Task 9:** Prepare a detailed project Completion Report, and present 2 Soft copies. Submissions should be done once approved and after incorporation of all comments made.
**Deliverables/ Outputs** | **Estimated Duration to Complete** | **Estimated working days** | **Review and Approvals Required** *(Indicate designation of person who will review output and confirm acceptance)*
---|---|---|---
Provide a detailed work plan and timetable for carrying out the assessment of Enfeh, identifying its main value chains and developing an action plan. | 1 week from contract signature | 1 working day | UNDP North Area Manager and the field officer in the North
Provide Enfeh assessment resulting from the desk review findings, the situation analysis and its alignment with the local strategies *(task 1, 2 and 3)* | 3 weeks from contract signature | 7 working days | UNDP North Area Manager and the field officer in the North
Conduct and present a market assessment study of the 3 main value chains in Enfeh *(task 4)* | 4 weeks from contract signature | 4 working days | UNDP North Area Manager and the field officer in the North
Conduct a meeting group discussion with the municipality and UNDP and select the value chain for the next step intervention. *(task 5)* | 5 weeks from contract signature | 1 working day | UNDP North Area Manager and the field officer in the North
Provide a detailed study of the value chain selected that sums up the elements mentioned in *(task 6)* | 9 weeks from contract signature | 8 working day | UNDP North Area Manager and the field officer in the North
Provide a Business Plan and Operation module for a platform and an investment in Enfeh *(task 7)* | 10 weeks from contract signature | 2 working days | UNDP North Area Manager and the field officer in the North
Provide Conditions and Tender Guidelines that shall be provided to the Municipality *(task 8)* | 11 weeks from contract signature | 2 working days | UNDP North Area Manager and the field officer in the North
Present the final report including all the deliverables *(task 9)* | 12 weeks from contract signature | 2 working days | UNDP North Area Manager and the field 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 3 Months including the Final Report

**4. Institutional arrangements**
The consultant will work under the direct supervision of UNDP North Area Manager and the field officer in the North

**5. Duration of work**
3 months starting from contract signature date

**6. Duty station**
Homebased with several visits to the site.

**7. Requirements for experience and qualifications**

I. Academic Qualifications:
- Bachelor’s Degree in Business, Development, Marketing and or other direct related fields

II. Years of experience:
- 12 years of experience in the consultancy field, carrying out assessment, business development plans, feasibility studies, value chain development strategies

III. Technical experience:
- Carrying out Two (2) assessments in the fields of Maritime and fishery sectors
- Two (2) projects implemented related to value chain analysis in Lebanon or the region;
- Five (5) Projects implemented in developing business development plans and feasibility studies
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 Enfeh 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. Criteria for selection of the best offers
This section should indicate all the criteria which shall serve as basis for evaluating offers, which may be done in either of the following manner:

a) Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; using the following evaluation criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Max. Point</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical Competence</strong></td>
<td>70%</td>
<td>100</td>
</tr>
<tr>
<td>Bachelor’s degree in business development and or other direct related fields = 15 point</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Master’s degree = 20 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 year of experience in the consultancy field, carrying out assessment, business development plans, feasibility studies, value chain development strategies = 15 points</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>More than 12 years of experience = 20 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying out Two (2) assessments in the fields of Maritime and fishery sectors = 15 points</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>More than 2 projects = 20 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two (2) projects implemented related to value chain analysis in Lebanon or the region; = 15 points</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>More than 2 projects = 20 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Five (5) Projects implemented in developing business development plans and feasibility studies = 15 points</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>More than 5 projects = 20 points</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial (Lower Offer/Offer*100)</strong></td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Score * 0.7 + Financial Score * 0.3</td>
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</tbody>
</table>
### Weight per Technical Competence

<table>
<thead>
<tr>
<th>Competence</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weak: below 70%</td>
<td>The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence</td>
</tr>
<tr>
<td>Satisfactory: 70-75%</td>
<td>The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence</td>
</tr>
<tr>
<td>Good: 76-85%</td>
<td>The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence</td>
</tr>
<tr>
<td>Very Good: 86-95%</td>
<td>The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence</td>
</tr>
<tr>
<td>Outstanding: 96-100%</td>
<td>The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Time frame</th>
<th>Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submission and approval of all deliverables related to Tasks 1, 2 and 3</td>
<td>3 weeks from contract signature date</td>
<td>30% of the total amount</td>
</tr>
<tr>
<td>Submission and approval of all deliverables related to Tasks 4, 5 and 6</td>
<td>9 weeks from contract signature date</td>
<td>40% the total amount</td>
</tr>
<tr>
<td>Submission and approval of all deliverables related to Tasks 7, 8 and 9</td>
<td>12 weeks from contract signature date</td>
<td>30% of the total amount</td>
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</tbody>
</table>