

Terms of Reference
for the review of the 'Municipal Empowerment and Resilience Project' (MERP)

Terms of Reference
Municipal Empowerment and Resilience Project Review

1. Background and context

Context

The impact of the Syrian Crisis on Lebanon has reached an unprecedented scale in the history of complex, displacement-driven emergencies. In April 2012, 32,800 Syrian refugees were registered or awaiting registration with the United Nations High Commissioner for Refugees (UNHCR) in Lebanon. By October 2018, the Government of Lebanon estimated that the country was hosting an estimated 1.5 million refugees, a quarter of the total Lebanese population.¹

The refugee crisis places tremendous pressure on Lebanon's services and resources, particularly at the decentralized level. Municipalities face challenges in providing adequate housing, ensuring quality public services, and in creating jobs for both host communities and displaced/refugee populations. Furthermore, localities with the highest concentration of displaced people from Syria, which include all large cities of Lebanon and their suburbs, consistently suffer from heightened insecurity, higher levels of tension and more exposure to violence than other areas in Lebanon.²

The above situation is further exacerbated by the current economic, political, and health crisis. Lebanon is facing one of the gravest economic downturns since the end of the civil war in the early 1990s. The World Bank estimates that in 2020 real GDP contracted by 20.3 percent, on the back of a 6.7 percent contraction in 2019. In fact, Lebanon's GDP plummeted from close to US\$55 billion in 2018 to an estimated US\$33 billion in 2020, while GDP per capita fell by around 40 percent in dollar terms³. Public debt stands at 174 percent of the gross domestic product.⁴ The latest rapid unemployment assessment by ILO found that unemployment stood at 37 percent in 2020. According to the UNESCWA, in 2020 more than half of the Lebanese people lived in poverty (55.3 percent), up from 27.4 percent in 2011-2012.⁵ Amid economic uncertainty and an extremely protracted crisis, challenges continue to deepen for many displaced, refugees, and Lebanese who face long-term poverty. Both Lebanese and refugees perceive those long-standing inequalities are deepening and competition for shrinking job opportunities and dwindling resources and services remain drivers of tension at the local level.

On 11 March 2020, the World Health Organization (WHO) declared the coronavirus disease 2019 (COVID-19) a pandemic and on March 15, the government of Lebanon issued the governmental resolution on the General Mobilization. The first case of COVID-19 in Lebanon was confirmed on 21 February 2020. As of 7 March 2022 in Lebanon, the total number of cases rose to 1,084,114 cumulative cases of Covid-19, and 10,200 deaths have been

¹ Government of Lebanon and the United Nations, *Lebanese crisis response plan 2017-2020 (2019 Update)*, Beirut, (<https://www.unhcr.org/lb/wp-content/uploads/sites/16/2019/04/LCRP-EN-2019.pdf>), Accessed December 2019

² The 251-vulnerability map identifies the most vulnerable localities in Lebanon. They host 87 per cent of the displaced from Syria and 67 per cent deprived Lebanese. *Lebanese crisis response plan 2017-2020 (2019 Update)*

³ Lebanon Economic Monitor, World Bank, Spring 2021.

⁴ Lebanon Economic Monitor, Spring 2021, World Bank.

⁵ UNESCWA Policy Brief No 15/2020: Poverty in Lebanon.

reported.⁶ This complex situation puts tremendous pressure on the subnational authorities to deliver quality services and to create income generation opportunities for their communities.

Project Background

The “Strengthening the Long-Term Resilience of Subnational Authorities in countries affected by the Syrian and Iraqi Crises” is a project funded through the EU Regional Trust Fund in Response to the Syrian Crisis ‘Madad Fund’ and jointly implemented by UNDP/UN-Habitat in Lebanon and Iraq over a period of 48 months.

The main objective of the action is to improve the resilience of host and refugee population in communities impacted by the Syrian crisis, through strengthened local multi-level governance systems, and improved access to basic services, affordable housing and income.

In Lebanon, the action is implemented through the ‘Municipal Empowerment and Resilience Project’ (MERP) – a joint UNDP and UN-Habitat initiative, in partnership with the Ministry of Interior and Municipalities (MoIM).

The Project’s geographic areas of intervention include three unions: the Urban Community Al Fayhaa, the Federation of Municipalities of the Northern and Coastal Metn, the Union of Tyre, and 92 of their member municipalities.

The Project aims to benefit host communities, Syrian refugees, and displaced people in the three targeted Unions of Municipalities, taking into accounts gender and the needs of vulnerable groups.

District	# Of Municipalities in the district	Targeted Union	# Of municipalities in the Union
Tripoli	4 (Qalamoun, Mina, Beddaoui, and Tripoli)	Urban Community Al Fayhaa	4 (Qalamoun, Mina, Tripoli, and Beddaoui)
Metn	54	Federation of Municipalities of the Northern and Coastal Metn	33
Tyre	62	Union of Tyre Municipalities	55

Project objectives, outcomes, outputs

The overall Project goal is to **Strengthen the Long-Term Resilience of Subnational Authorities in countries affected by the Syrian Crisis**.

The objectives and corresponding indicators and outputs of the Project are listed below:

Objective 1: Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations

⁶ WHO Lebanon COVID-19 Daily Brief for 7 March 2022.

- **Output 1.1:** Efficient & timely municipal work processes to address impact of crisis are strengthened through an enhanced administrative interface
- **Output 1.2:** Greater Understanding and awareness by all local actors of their role in managing the impact of the crisis achieved
- **Output 1.3:** Strengthened sub national government capacity on raising revenues and financial management

Objective 2: Service delivery is increasingly responsive, and generates greater social stability outcomes, based on the needs of host, refugee and IDP populations

- **Output 2.2:** Priority basic services interventions are identified and implemented

Objective 3: Subnational authorities are empowered to facilitate local economic development and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for host, refugee and IDP populations

- **Output 3.1:** An Enabling Economic Environment is Created with active engagement of Local Authorities, the private sector and LED associations
- **Output 3.2:** Capacity at local level to identify develop, design, and implement interventions with an economic multiplier impact improved

Overall, the Project aims to contribute to achieving the indicators of the below-mentioned frameworks:

United Nations Strategic Framework (UNSF) (Lebanon):	Core UN Priority 3: Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender sensitive manner.
Lebanon Crisis Response Plan (LCRP):	Outcome 1: Strengthen the ability of municipal, national, and local institutions to alleviate resource pressure, reduce resentment, and build peace
Sustainable Development Goals (SDGs)	Goal 1. End poverty in all its forms everywhere <u>Target 1.4:</u> By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

	<p>Goal 5. Achieve gender equality and empower all women and girls</p> <p><u>Target 5.5:</u> Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p> <p>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p><u>Target 16.6:</u> Develop effective, accountable and transparent institutions at all levels</p> <p><u>Target 16.7:</u> Ensure responsive, inclusive, participatory and representative decision-making at all levels.</p> <p>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p><u>Target 11.3:</u> By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</p>
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2. Purpose, scope, and objectives

The main objectives of this assignment are to review the Lebanon component of the action, by reviewing MERP approach and activities in terms of achieving impact and objectives, and accordingly, generate recommendations and lessons learnt to be considered during the final implementation phase of the Project and guide the design of a potential second phase. As such, this review will assess MERP relevance, efficiency, effectiveness, and sustainability. Specifically, the review will be used to:

- Improve future project design and implementation,
- Ensure accountability, and
- Increase knowledge and understanding of the benefits and challenges of similar interventions in future.

This review builds on an earlier conducted Results-Oriented Monitoring (ROM) exercise supported by the EU in March 2021, and it considers linkages and intersections with result areas spearheaded by the United Nations Sustainable Development Cooperation Framework (UNSDCDF) for Lebanon⁷. Its findings can also inform the final evaluation of the Project, which is planned for mid 2023.⁸

This review will be conducted for the implementation period till to date (January 2019 – July 2022), and it is intended primarily for MERP team, UNDP/UN-Habitat management, and the Project steering committee, in addition to the project partner and beneficiaries, the Ministry of Interior and municipalities, and the Directorate General of Local Administrations.

Commented [LM1]: Changed. It was May 2022

⁷ UNSCDF for Lebanon is available here: <https://unsdg.un.org/un-in-action/lebanon>

⁸ Upon approval of a No-Cost Extension till June 2023

3. Criteria and key guiding questions

The review will be based on an indicative list of questions based on OECD- DAC Criteria, presented below and will be broadened and agreed further by the evaluator and MERP team in the inception phase. The consultant is expected to critically reflect on them during the development of the review design. All results should be based on evidence.

Relevance/ Coherence

- Given the multiple crises in Lebanon, are the implemented interventions in line with the needs of key beneficiaries such as the Directorate General of Local Administrative and Councils (DGLAC), sub-national authorities, and communities? Which types of intervention should MERP continue to fund or scale up? Which types of interventions should MERP discontinue or scale down?
- What are the unaddressed or emerging needs related to MERP goals and objectives that can affect the strategic role of DGLAC and sub-national authorities, and therefore, host, refugees, and IDP populations?
- Within the current circumstances, what are national and local policy priorities and strategies that MERP can support?
- Are MERP actions adapted to the present institutional, human, and financial capacities of the partner government and/or other key stakeholder(s) at both national and local levels?
- Do key stakeholders still demonstrate effective commitment (ownership), and what factors can play a role in retaining their commitment for future interventions.
- Are there any complementarity issues and opportunities with other ongoing/planned action(s), managed by donors or partners that need to be addressed/considered for future interventions?
- Given the current circumstances and crises, are the project outcomes and outputs still relevant?
- Taking into account the current circumstances, what changes should be integrated into the intervention logic in order to respond to and address the current/emerging needs, and therefore strengthen the role of sub-national authorities.

Efficiency

- Have the chosen implementation mechanisms (incl. choice of implementation modalities, entities, and contractual arrangements) proved to be conducive for achieving the expected results? What could have been done better?
- Have the outputs been produced/delivered in a cost-efficient manner?
- What was done well and what can be improved?
- To what extent do the M&E systems utilized ensure effective and efficient project management?
- Was the communication and visibility strategy for the project adopted? Was it cost-effective in terms of promoting the project and its achievements?

Effectiveness

- To what extent were the project outputs achieved?

- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- Is the progress of each output conforming to the plan? What are the emerging critical factors affecting MERP success and what does this imply for future interventions/project?
- What countermeasures were taken against the unanticipated developments (if any) that affected the quality of the implementation?
- To what extent have different stakeholders been involved in project implementation?
- What further interventions can be done to complement what has been achieved in order to amplify the effect so that national and sub-national authorities can better respond to the needs of host, refugees, and IDP populations
- Considering the above questions, what are the specific types of interventions that MERP should consider for a second phase?
- To what extent did the project strengthen the capacity of sub-national authorities to engage more effectively with host, refugees, and IDP populations and deliver quality and better address their needs?
- What was done well and what can be improved?
- What are the major constraints and main risks that affect the achievement of the project's goal?
- Has the project developed and implemented internal control measures to manage project risks and considered a detailed analysis to evaluate tactical and strategic risks? If so, to what extent, were these measures applicable?
- Are there any prospects for impact? Is MERP oriented towards achieving the expected impact? What are MERP effects, intended or unintended, positive, or negative, short term or long term?

Sustainability

- In light of the prevailing situation, what measures contribute to the sustainability of MERP implemented interventions at the national and local level, and what are the risks?
- Are there any financial risks that may jeopardize the sustainability of project outputs affecting targeted UoMs/Municipalities and communities?
- What could be done to strengthen exit strategies and How sustainability should be considered in future interventions?
- Has the project ensured or considered the transferability of the developed skills and knowledge gained by municipal staff, councils, and community members to their institutions to effect institutional change and ensure the sustainability of such change? What could have been done differently?
- To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- What worked well and what can be improved?
- What are the key lessons derived from the rich experience provided by the project and that can be used by the review users (UNDP, UN-Habitat donor and gov) to enhance decision making and programming and the benefit of the project?

Human rights

- To what extent have poor, and physically challenged, women, men and other disadvantaged and marginalized groups benefited from this project?

Youth and Gender

- To what extent has MERP fulfilled the youth and gender-integration requirements?
 - Has the project identified gender-related constraints/gaps in the project assessments?
 - have the needs of women and men, including youth been considered throughout MERP interventions?
 - What was done well and why?
 - What can be improved?
 - What institutional gender/youth gaps, needs, and challenges need to be addressed in future interventions?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?

Disability

- Were persons with disabilities consulted and meaningfully involved throughout MERP interventions, design and implementation?
- Will persons with disabilities benefit from the project interventions?
- What institutional People with disability gaps, needs, and challenges need to be addressed in future interventions?
- What was done well and why?
- What can be improved?

4. Methodology

The review should begin with a desk review of project documents. MERP team will provide all necessary documentation, including the Document of Agreement (DoA), inception report; work plans; project and assessments reports, M&E tools and monitoring data collected, financial data, and relevant correspondence. The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the questions outlined above, and it will include briefing interviews with the project team.

The consultant is expected to develop a detailed methodology at the inception phase explaining how criteria will be addressed, using an innovative⁹ mixed methodology approach for data collection and data analysis using various tools and techniques to capture both qualitative and quantitative impacts, including triangulation to increase the validity and rigor of the review findings, engaging with stakeholders, and partners of the project, as much as

^{9 9} UNDP encourage evaluators to follow innovative evaluation approaches. Examples on Innovation In Evaluation Approaches can be found in the following links: ("[Case Studies of Best Practice Evaluations by UN Agencies in Asia and the Pacific](#)") and ([2022 Evaluation Excellence Award](#))

feasible, at all levels during the data collection and reporting phases. All results should be based on evidence.

As part of the inception report, the consultant should develop a data source matrix. It includes the review questions aligned with the tools, data sources and collection methods, and analysis plan for each question, and it ensures that a multitude of data sources are considered, and triangulation of data to answer each question more thoroughly.

The final methodological approach including interviews schedule, field visits, and data to be used in this review should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, UN-Habitat, key stakeholders, and the consultant.

The data collection phase should be done on the UoMs/municipalities level in the above-mentioned targeted areas and on the national level would include, but not limited to the following elements:

- Semi-structured interviews with key informants (men and women) such as government officials, and members of local, national, and coordination bodies.
- Focus Group Discussions with the targeted beneficiaries.
- Interviews with the project team and UNDP/UN-Habitat management.
- Consultations with donors/ partners and relevant national Non-Governmental Organizations.

An indicative list of persons and beneficiaries to be interviewed will be prepared by MERP team.

Field-related work on national and in the three targeted areas and relevant logistical arrangements should be made by the consultant and are under his/her responsibility. Assistance will be provided by MERP team in identifying key stakeholders and in facilitating the schedule of interviews, focus groups and site visits, when and where required.

The methodology needs to employ a gender sensitive approach and inclusion principle and this needs to be elaborated in the report including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders' groups.

The findings of the review should lead to the elaboration of specific, practical, achievable recommendations that should be directed to the intended users.

The consultant will organize a meeting toward the end of the review, with participation from key stakeholders, MERP team/management and partners to present and validate preliminary findings and fill in any data gaps. A compilation of a draft report will follow. The draft will be subject of a methodological review by the MERP technical team and upon the necessary adjustments.

5. Products (deliverables)

The Consultant will produce the following:

1. **Inception report:** based on the ToR, preliminary meetings with MERP staff and UNDP and UN-Habitat management and following a desk review of MERP project documents (e.g. DoA, MERP inception report, Theory of Change, assessments reports, and M&E-related documents) the consultant will formulate the final set of questions and determine the stakeholders of key informant interviews (KII), Focus Group Discussion (FGD) and a survey- as necessary. The consultant is expected to develop an inception report of at least 15 pages (plus annexes) to introduce the assignment, clearly define the methodology, data source matrix, data collection and analysis methods, risk management plan, and workplan. The inception report will be reviewed by MERP team, UNDP and UN-Habitat, and the consultant is expected to incorporate received feedback and comments.
2. **Implementation of the review; data collection and analysis:** the implementation of the review will be initiated once the inception report is approved by MERP. With the support of MERP M&E Officer, the consultant is expected to conduct the data collection and analysis process with all identified stakeholders, through in-person meetings and discussions or pre-approved virtual meetings.
3. **Debriefings.** Immediately following the review, the project may ask for a preliminary debriefing and findings.
4. **Draft report and validation:** the consultant is expected to submit a draft report including findings and recommendations of the review. Findings and recommendations will be validated with MERP team, UNDP, UN-Habitat, municipalities/UoMs, in addition to relevant stakeholders during a meeting. Comments and changes provided by the UNDP in response to the draft report should be retained by the evaluator to show how they have addressed comments (audit trail).
5. **Final Report:** the consultant should revise the draft report and provide the final report incorporating all MERP comments and stakeholders' feedback. The final report must include:
 - Introduction — Summarizes the context, review purpose, and questions.
 - Review methodology — includes the data collection sources, tools and process, and analysis approach.
 - Findings and conclusions — Evidence-based findings for each question.
 - Recommendations — Propose relevant and action-oriented recommendations clearly supported by conclusions and findings, outlining priority suggestions that increase the impact of MERP for the remaining phase and identifying potential priority areas of interventions to be addressed in the current and potential second's phase of MERP.
6. **Brief and knowledge product:** the service provider is expected to prepare a 4-pages knowledge product summarizing the findings and lessons learned and propose the best methods, tools and formats to communicate these findings and lessons to enhance the use of the results.

The minimum content that needs to be included in the inception and reports is provided in the annex section. The reports should address all the quality criteria mentioned in the [UNDP Evaluation Guidelines](#). The final report should also adhere to the UN editorial manual.

6. Required competencies

Education

- At least **Master's degree** in Social Sciences, Public Policy/Administration, economics, Development Studies, Local Governance, or other fields relevant to the assignment.

Experience

- At least **ten years of professional expertise** working with International Organizations on local governance, local economic development, decentralization, socio-economic stabilization, crisis response and recovery, or development.
- At least **ten years of experience** in project design, monitoring, and evaluation methodologies and approaches.
- Proven experience in evaluating projects of a similar nature and scope in Lebanon.
- Proven experience in data collection, instruments development, and qualitative and quantitative data analysis is essential.
- Proven experience conducting evaluations within the United Nations system is strongly preferred.
- Proven experience analytical and problem-solving skills and the ability to draft recommendations
- Excellent report writing skills.
- Excellent knowledge of the Lebanese system and context.
- Proven experience working with Lebanese public institutions and sub-national authorities is strongly preferred.

Corporate Competencies

- Knowledge on UNDP programming principles and procedures, the UN evaluation framework, norms, and standards; human rights-based approach (HRBA).
- Demonstrates commitment to the UN values and ethical standards.
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.
- Treats all people fairly and with impartiality.
- Good communication, presentation and report writing skills including proven ability to write concise, readable, and analytical reports and high-quality publications in English.
- Ability to work under pressure and to meet deadlines.
- Flexible and responsive to changes and demands.
- Client-oriented and open to feedback.

Language

Fluency in English and Arabic is required.

The Evaluator should be independent from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation

7. Ethics

“This assignment will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must 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 consultant must 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 must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.”

All evaluators will need to sign the pledge of ethical conduct before starting the consultancy

8. Implementation arrangements

MERP project is jointly commissioned by UNDP and UN-Habitat. The main focal point for this review will be the UNDP M&E Officer. The M&E Officer will be responsible for the oversight of the whole assignment process and will provide technical guidance and ensure the independence of the process, and that the evaluation policy is followed. The M&E Officer will ensure close coordination with UNDP and UN-Habitat and provide logistical support to the evaluation consultant and support in making any refinements to the work plan of the selected Consultant (i.e., key interview partners; organize meetings; and conduct field visits (if and when necessary and if the security situation permits). Project team will not attend interviews/Focus Group Discussions conducted by the evaluator with key stakeholders.

This TOR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the Consultant will be assessed by UNDP.

As part of the assignment:

- UNDP will provide the list of additional documents to the selected Consultant
- The Consultant is expected to:
 - i. Use his/her own office
 - ii. Use his/her laptop/s, and other relevant software/equipment.
 - iii. Use his/her own communication platforms, mobile, personal email address etc., during the consultancy period.
 - iv. Arrange all required field visits/trips.

9. Time frame for the review process

The consultancy is expected to take 27 working days over 9 weeks. The detailed workplan will be agreed upon between the UNDP and the selected Consultant. The consultant will be required to visit partners and activities on locations.

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ACTIVITY	ESTIMATE D # OF WORKING DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with MERP team and management	8 days	At the time of contract signing	UNDP or remote	MERP M&E Office
Sharing of the relevant documentation with the consultant		At the time of contract signing	Via email	MERP M&E Office
Desk review, review design, methodology and updated workplan including the list of stakeholders to be interviewed		One week after contract signing	Home-based	consultant
Submission of the inception report (15 pages + Annexes)		Two weeks after contract signing		consultant
Incorporating comment and developing final inception report	1 day	Three weeks after contract signing	UNDP	MERP M&E officer and technical team
Phase Two: Data-collection mission				
Consultations and field visits, interviews, and focus groups, survey	8 days	Four weeks after contract signing	Home-based With field visits	MERP to provide list of partners, project staff, local authorities, NGOs, etc.
Debriefing to UNDP/UN-Habitat and key stakeholders	1 day	Five weeks after contract signing	UNDP or Remote	Consultant
Phase Three: Report writing				
Preparation of draft report (50 pages maximum excluding annexes), executive summary (4-5 pages)	5 days	Six weeks after contract signing	Home-based	Consultant
Draft report submission	1 day	Seven weeks after contract signing		Consultant
Debriefing with UNDP/UN-Habitat		Seven weeks after contract signing	UNDP or remote	UNDP/UN-Habitat, MERP team, and Consultant

Finalization of the review report incorporating additions and comments provided by project team and management.	2 days		Home-based	Consultant
Submission of the final report to MERP project (50 pages maximum excluding executive summary and annexes)		Eight weeks after contract signing	Home-based	Consultant
Brief and knowledge products	1 day	Eight weeks after contract signing	Home-based	Consultant
Estimated total days for the review	27			

10. Application submission process and criteria for selection

Deliverables/ Outputs	Estimated Duration to Complete	Estimated working days
Deliverable One: Desk review and inception report (9 days)		
Meeting briefing with MERP team and management	At the time of contract signing	8 days
Sharing of the relevant documentation with the consultant	At the time of contract signing	
Desk review, review design, methodology and updated workplan including the list of stakeholders to be interviewed	One week after contract signing	
Submission of the inception report	Two weeks after contract signing	
Incorporating comment and developing final inception report	Three weeks after contract signing	1 day
Deliverable Two: Data-collection mission (9 days)		
Consultations and field visits, interviews, and focus groups, survey	Four weeks after contract signing	8 days
Debriefing to UNDP/UN-Habitat and key stakeholders	Five weeks after contract signing	1 day
Deliverable Three: Report writing (9 days)		
Preparation of draft report (50 pages maximum excluding annexes), executive summary (4-5 pages)	Six weeks after contract signing	5 days
Draft report submission	Seven weeks after contract signing	
Debriefing with UNDP/UN-Habitat	Seven weeks after contract signing	1 day
Finalization of the review report incorporating additions and comments provided by project team and management.	Seven weeks after contract signing	2 days
Submission of the final report to MERP project (50 pages maximum excluding executive summary and annexes)	Eight weeks after contract signing	
Brief and knowledge products	Eight weeks after contract signing	1 day

Note: only applicant obtaining minimum 70% of the technical scores will be considered for financial evaluation.

Note: Should an applicant does not submit a methodology and approach, the application will not be considered for evaluation.

Payment terms

Payments will be made upon acceptance and approval by UNDP of the planned deliverables, based on the following tentative payment schedule:

Terms of Payment	Percentage (%)
• First payment will be paid upon submission of the final inception report.	15%
• Second payment will be paid upon finalize the field visit.	30%
• Third payment will be paid upon submission and acceptance of the first draft evaluation report.	35%
• Fourth and final payment will be paid upon submission and acceptance of final report.	20%

11. TOR annexes

Annex 1: Project document

<https://www.undp.org/lebanon/projects/municipal-empowerment-and-resilience-project-merp-0>

Annex 2: Other documents to be consulted

- UNDP Handbook on Monitoring and Evaluation for development results accessible here: <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>
- UNDP Evaluation Guidelines (2021) accessible here: <http://web.undp.org/evaluation/guideline/>
- UN Ethical Guidelines for Evaluation are accessible here: <http://www.unevaluation.org/document/download/547>

Annex 3: Sample data source matrix (Pg. 113) - to be included in the inception report, accessible here:

http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

Annex 4: Code of conduct forms accessible here:

<http://www.unevaluation.org/document/detail/100>

The Consultant will be requested to read carefully, understand and sign the “UN Code of Conduct.”

Annex 5: Suggested minimum content/ guidance on Inception Report Template



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Annex 6: UNDP evaluation report template and quality standards (pages 117-121) accessible here:

http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

Annex 7: UNDP Evaluation quality checklist (page 8-21)

