

LEBANON HOST COMMUNITIES SUPPORT PROJECT – LHSP

EVALUATION THIRD PHASE (2019-2022)

TERMS OF REFERENCE

1. Background and context

Twelve years into the Syria crisis, Lebanon remains at the forefront of one of the worst humanitarian crises of our time and has shown exceptional commitment and solidarity to the people displaced by the war in Syria. The Government of Lebanon (GoL) estimates that the country hosts 1.5 million Syrian refugees, along with 28,8000 Palestine Refugees from Syria, 35,000 Lebanese returnees, and a pre-existing population of more than 180,000 Palestine Refugees in 12 official camps and 156 gatherings in Lebanon. As such, Lebanon hosts the largest number of refugees per capita in the world¹.

Further to this, since 2019, Lebanon has further faced an unprecedented and multifaceted economic, financial, social and health crisis. Consequently, vulnerable populations supported under the Lebanon Crisis Response Plan (LCRP), including displaced Syrians, vulnerable Lebanese, Palestinian Refugees from Syria and Palestinian Refugees in Lebanon have been deeply affected by a sharp increase in poverty, gaps in critical supply chains and limitations on access to food, healthcare, education and other basic services.

With the protracted nature of the crisis, refugees are living in poverty, accumulating debt and making tough choices to reduce costs, with negative consequences for quality of shelter, access to health, clean water and education opportunities. Furthermore, areas with the highest concentration of refugees, North Lebanon and the Bekaa valley, are among the poorest and most underserved regions of Lebanon. Even before the crisis, social services, infrastructure and livelihood opportunities were inadequate. Now, increased refugee populations are putting enormous pressure on water, sanitation, education and health care systems, livelihood and jobs competition, with critical consequences for Lebanon's natural and environmental resources. Public services are overstretched, with demand exceeding the capacity of institutions and infrastructure to meet needs. The service sectors are also overburdened, with the public health sector accumulating debt as Syrian and vulnerable Lebanese patients are unable to cover their part of the bill. The conflict in Syria has significantly impacted Lebanon's social and economic

¹ In 2021, Lebanon hosted the highest number of refugees per capita, see <https://www.unhcr.org/news/press/2022/6/62a9d2b04/unhcr-global-displacement-hits-record-capping-decade-long-rising-trend.html>

growth, caused deepening poverty and humanitarian needs, and exacerbated pre-existing development constraints in the country.

In 2022, it is estimated that 332 localities in Lebanon host the highest number of displaced Syrians, Palestinian refugees, and deprived Lebanese (some 87% of Refugees and 74% of deprived Lebanese). The map of the 332 localities is therefore used to prioritize areas that will cover a high number of the vulnerable population².

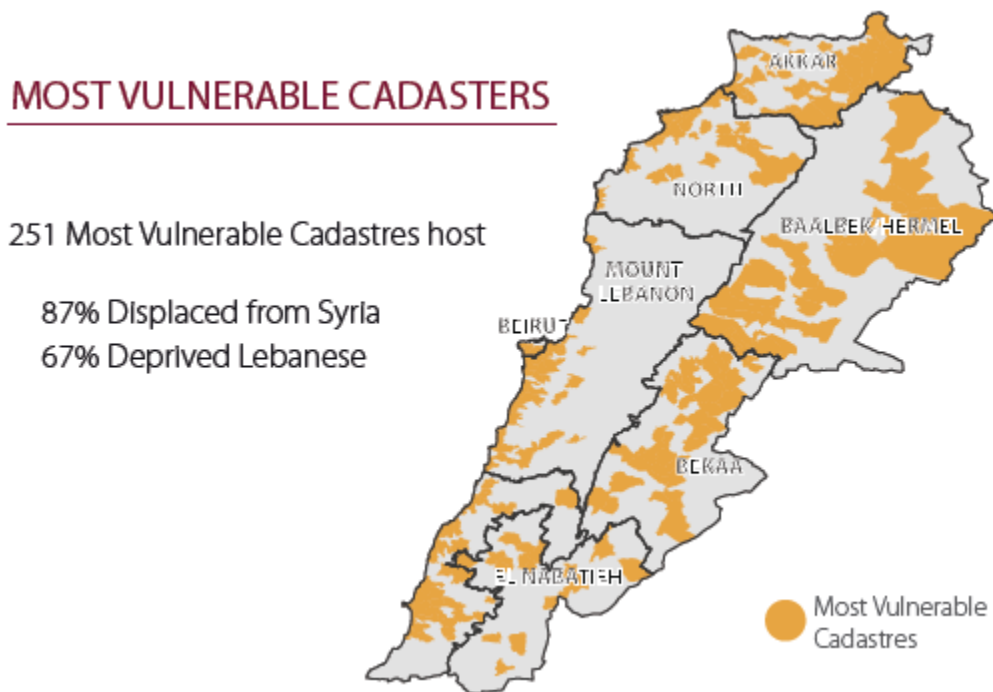


Figure 1: Map of the 251 most vulnerable cadastres in Lebanon.

In parallel, the protracted nature of displacement in Lebanon has impacted different segments of the population differently, due to their particular vulnerabilities, coping capacities and susceptibility to threats. Socio-economic vulnerabilities, exacerbated by the protracted emergency, are worse amongst female-headed households, and even higher for those living in families with disabilities, who are also less food secure, have worse diets, adopt severe coping strategies more often, and have higher poverty levels. This shows that the impact of the crisis has had strong implications on conditions for women: gender inequality in Lebanon is considered to be particularly stark. According to the Gender Gap Index in 2022, Lebanon ranks seventh in the MENA region (ranked at 119; WEF, 2022: 226). The Global Gender Gap Index designed to measure gender equality shows a slight improvement for women in Lebanon, but there is still room for improvement, especially in respect to economic participation and opportunity as well as political empowerment. It is also important to note the gender specific challenges faced by female refugees, who face severe challenges related to security, access to services and jobs.

² The map has been updated in 2022. Prior to 2022, the map as shown in Figure 1 was used.

The crisis is not only challenging the country's existing social and economic infrastructure. In addition, public concern is growing around how militancy spreading from Syria might interplay within Lebanon's stressed communities. Tensions are rising and can be especially observed in the most under-served parts of the country.

Addressing conflicts in Lebanon in a comprehensive and systematic manner should be based on addressing both the root causes of conflict in the country (mainly the troubled past) and the more proximate causes (with the Syrian crisis and economic crisis). The conflicts are affecting today's country's stability and are having effects on from one side, the way Lebanese deal with each other, and from another side, on how Lebanese deal with "newcomers" or the Syrian refugees more specifically.

Since the Conference realized in London on February 2016 and forward, participants agreed to reduce the pressure on countries hosting refugees by supporting them in providing access to jobs and education that will benefit both refugees and host communities. Through linking relief and development efforts, this will provide a lasting benefit for those countries as well as the tools for Syrians to re-build their own country once they are able to return.

Twelve years on and the reality of the response on the ground in most affected regions indicates that the municipalities are yet to play a consistently effective role in guiding the response and in coordinating and tracking the diverse range of interventions being implemented by a multitude of actors including de-concentrated sector service providers, international aid organizations, civil society and the private sector. This reality, coupled with severely reduced municipal budgets due to the economic crisis, is resulting in a significant level of inefficiency and redundancy in the delivery of much needed aid and in numerous cases, in the misguided targeting of valuable interventions. It also represents a missed opportunity to affect a longer-term process of development of sub-national systems of governance and the coherence of the distribution of roles and responsibilities among sub-national tiers of administration or government and between them and central ministries that in most cases, continue to hold the bulk of the mandate for the delivery of most basic social and economic services and infrastructure.

The protracted crisis that Lebanon is facing requires increased support to stabilization in host communities with a view to transitioning towards sustainable longer-term interventions, in line with national policies. A collective, reinforced effort to tackle these development gaps in the context of an on-going humanitarian crisis is essential to Lebanon's stability and potential.

The Lebanon Host Communities Support Project (LHSP)

Since 2014, the Lebanon Host Communities Support Project (LHSP) has been developed within the framework of the interventions conducted by UNDP in partnership with the Ministry of Social Affairs (MoSA), the Ministry of Interior and Municipalities, the Council of Development and Reconstruction, the targeted municipalities, and Union of Municipalities with a view to enhancing social stability and promoting development as part of a national strategy to respond to the crisis. The LHSP's expected impact is the reduction of community tensions (see Annex 3 for the Theory

of Change for the current Project Document which expires in June 2023 following an approval by the Technical Board in August 2022 to extend the project). LHSP aligns with the SDG and specifically addresses SDGs 1 No Poverty, 5 Gender Equality, 8 Decent Work and Economic Growth, 11 Sustainable Cities and Communities, 16 Peace, Justice and Strong Institutions, and 17 Partnership for the Goals.

The LHSP has always been fully integrated in the framework of the Lebanon Crisis Response Plan (LCRP). Consecutively, the LHSP directly contributed to the following LCRP's Social Stability and Livelihood Sector outcomes:

Social Stability

- Outcome #1: Social stability is promoted by strengthening municipalities' communities' systems' and institutions' ability to mitigate tensions and prevent conflict, and ensuring early warning within the response.

Livelihood

- Outcome #1: Local economic development and market systems are stimulated to create income-generating opportunities, reduce unemployment rates and protect vulnerable people, particularly youth and women, against risks and shocks.

The LHSP project aims to achieve four outputs:

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.
2. Competition for basic services reduced in vulnerable communities.
3. Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes.
4. Competition for jobs reduced through economic opportunities improvement, including vulnerable groups (women and youth)

The LHSP aims at creating a general positive impact by enhancing stability and development opportunities across the Lebanese regions most affected by the impact of the Syria crisis (see Figure 1). The project also conducts local interventions in vulnerable areas, villages, municipalities and cluster of municipalities that host a high ratio of Syrians displaced to Lebanese population. These communities are at a high risk of tensions resulting from pressures linked to the lack of services and the competition over job opportunities and other factors.

LHSP staff comprises around 52 employees, including a central office (CTA, admin/finance officer, M&E unit, engineering unit, procurement unit, livelihood and economic development unit,

communication unit) and four area-based offices (Bekaa, North, South and Mount Lebanon offices including each one an Area Manager, technical and administrative staff).

Municipalities, MoSA, MoIM, and the CDR act as principal partners of the project, meanwhile engagement of donors, UN agencies is a key factor in the LHSP implementation. The activities of LHSP (specific interventions-projects) are identified through a conflict-sensitive needs assessment methodology (Mechanisms for Stability and Local Development (MSLD))³, owned by the community and endorsed by the municipalities. The MSLD process follows five phases which includes entering and launching of the process (phase 1), mapping and conflict analysis (phase 2), formation of the SLD committees (phase 3) comprised of community representatives from diverse sectors, development of SLD plans (phase 4) and finally the implementation of the activities included in the SLD plans (phase 5).

The areas and points of local interventions are following the criteria considered by the Lebanon Crisis Response Plan (LCRP)⁴, which mainly include the following:

- Multi Deprivation Index⁵ (MDI is a composite index, based on deprivation level scoring of household in five critical dimensions: 1) access to health services; 2) income levels; 3) access to education services; 4) access to water and sanitation services; 5) housing conditions)
- Lebanese population dataset (based on CDR 2002)
- Refugees population figures (including all registered Syrian refugees, PRL and PRS, Syrian refugees data from UNHCR and Palestinian data from AUB/UNRWA)

From 2014 to 2017, the LHSP was acknowledged as the lead initiative of the Government to support affected Lebanese communities, mobilizing more than 70 million USD and completing more than 370 projects related to livelihood and job creation, waste and water management, health and education, municipal services, and social activities, targeting more than 1,000,000 Lebanese and Syrian beneficiaries. Actually, and considering the period 2014-2017, the main donors of LHSP were the UK, Germany (through KFW), the Netherlands, USA (through BPRM), Norway, Italy, Japan, UNHCR, Kuwait, EU, RDDP-DANIDA and the Waldesian Church.

In 2016 LHSP conducted an external evaluation, which has demonstrated that LHSP has been able to improve its role as a comprehensive, coordinated and durable response towards the Syrian Refugee Crisis and its implications on the Lebanese host communities. While some improvements could be made in each area of the project's intervention, overall the project approach was found to be very strong.

UNDP is primarily responsible for the delivery of the identified projects, including procurement of contractors, quality assurance etc.

³ Referred to in the 2019-2022 LHSP Project Document as MSR (Mechanisms for Stability and Resilience).

⁴ See [LCRP 2017-2021](#) and [LCRP 2022](#).

⁵ MDI is from CAS, UNDP and MoSA Living Conditions and Household Budget Survey conducted in 2004.

2. Evaluation purpose, scope and objectives

Evaluation purpose

The evaluation is necessary to assess results in light of several important processes, including the changing nature of government involvement in the crisis response, the multi-faceted crisis (political, economic, health, etc.) becoming de-facto protracted in nature, and growing host community fatigue. The purpose of this evaluation is to inform UNDP as well as key stakeholders on the best programming strategy and approach, and for conceiving and implementing future support to host communities in Lebanon (for example, the results of this evaluation will be used to inform the design of a new phase of the project).

Evaluation scope and objectives

UNDP intends to undertake an independent evaluation to assess the LHSP project's outcome and its outputs at the macro level covering the period 2019-2022 and the geographic scope as shown in Figure 1. The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with relevant national counterparts. The evaluation needs to assess to what extent the project managed to mainstream gender and to strengthen the application of rights-based approaches in its interventions. In order to make excluded or disadvantaged groups visible, to the extent possible, data should be disaggregated by gender, age, disability, ethnicity, wealth and other relevant differences where possible. Findings in the report should clearly describe the views of the different groups, so as to support LHSP in ensuring that the next phase of the project is gender-responsive.

The evaluation will use the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact, as defined by the OECD.⁶ The final report should comply with the UNEG Quality Checklist for Evaluation Reports⁷ and the UNDP Evaluation Guidelines.⁸

The evaluation should be able to:

- (i) assess the level of progress made towards achieving the outcome of the project, considering the changes in the local context over the examined period of time (2019-2022).
- (ii) capture lessons learned and best practices from the implementation of the project with special focus on consolidated results of the different interventions (particularly host communities support, local level stabilization, strengthening the resilience of local actors to respond to the crisis, conflict sensitivity).

⁶ See <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>.

⁷ [UNEG Quality Checklist for Evaluation Reports](#)

⁸ [UNDP Evaluation Guidelines, see also Annex 2.](#)

- (iii) provide concrete and actionable strategic and operational recommendations based on the evaluation's findings. The recommendations should inform a roadmap (included in the evaluation report) that delineates how in its next phase the LHSP could improve, inter alia, its relevance, delivery of results and engagement with stakeholders, including local communities, Lebanese authorities and donors.

3. Evaluation criteria and key guiding questions

To define the information that the evaluation intends to generate, the potential evaluation questions have been developed (the questions are provided below under a relevant evaluation criterion). The questions may be further refined and amended in the inception phase upon consultation with the relevant stakeholders to ensure the usefulness of the evaluation. One option could be to establish a reference group for the evaluation for this purpose. The questions are:

Relevance: The evaluator will assess the degree to which the project objectives, design and Theory of Change consider the local context and are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. The evaluator will assess the extent to which the objectives of LHSP are consistent with beneficiary requirements and needs (including connections to LCRP, SDGs, government strategies and activities of other organizations). Under this evaluation criterion the evaluator should, inter alia:

- Are the LHSP methodologies, outputs, results and Theory of Change relevant in the context of a protracted crisis to foster stability and reduce tension?⁹
- How has the project identified and addressed communities' needs and priorities?
- To what extent has LHSP addressed gender equality and empowerment of women? How have gender perspectives been mainstreamed into the design and implementation of the project? Have women, youth, and marginalized groups benefitted from the results of the intervention?
- To what extent have the project implementation modalities been suitable to stabilization priorities, including the extent to which LHSP was able to respond to changing and emerging development priorities and needs?
- To what extent has the project managed been conflict sensitive and contributed to promote conflict sensitivity?¹⁰

⁹ The evaluator needs to assess the relevance in the framework of the overall response to the crisis (LCRP).

¹⁰ Conflict-sensitivity includes, inter alia: (i) strong understanding of the context (e.g. root causes of conflict, drivers of conflict and drivers of peace, as well as conflict dynamics); (ii) understanding of the interaction between the intervention and the context; (iii) "systematically taking into account both the positive and negative impacts of interventions, in terms of conflict or peace dynamics, on the contexts in which they are undertaken, and, conversely, the implications of these contexts for the design and implementation of interventions." For further guidance, please see <http://www.oecd.org/dac/conflict-fragility-resilience/publications/4312151e.pdf>

- What are the current challenges the project is facing moving from implementing transition to longer-term interventions?

Effectiveness: The evaluator team will assess the extent to which LHSP results (including outputs and outcome) have been achieved. When evaluating the effectiveness criterion, the following should be considered: 1) if the planning activities were coherent with the overall objectives and project purpose; 2) if the analysis of principal factors influencing the achievement or non-achievement of the objective was sound. Under this evaluation criterion the evaluator should, inter alia:

- To what extent were results (outputs and outcomes) achieved? To what extent has the M&E system contributed to measuring outputs and outcomes?
- How effective was the a) LHSP's beneficiary selection/targeting and b) the LHSP's project identification process?
- To what extent has LHSP systematically included knowledge management (evaluations, reviews, etc.) for relevant projects during project implementation?
- What have been the main challenges faced by the project? What have been the constraining factors? How has LHSP sought to overcome them?
- What unforeseen and foreseen factors have contributed to achieving (or not achieving) the intended outputs?
- To what extent was the project effective in focusing on resilience and stabilization in the context of the protracted crisis? Have the different LHSP projects contributed to resilience of beneficiaries (target group, communities, municipalities)? If yes, how and why?
- To what extent has the project managed the risks identified in the risk analysis matrix effectively? How was the matrix translated into practice?

Efficiency: measures how economically resources or inputs are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Under this evaluation criterion the evaluator should, inter alia:

- How efficient was the overall staffing, planning and coordination within the project (including between fund recipients, implementing partners and stakeholders)?
To what extent has the project been effective in avoiding duplication of funding? How has coordination with different actors contributed to this?
- What was the role of the governance structure in the project implementation and achievement of strategic goals? What are the strengths and weaknesses of the governance structure?¹¹

¹¹The review of the governance structure should be done in terms of donors' engagement, partners, decisions making, tasks/plans, concentration of support and the role of the government.

- Have project funds and activities been delivered in a timely manner? How do the implementation modalities impact upon the results achieved (with a focus on timely responsiveness and project management)?

Impact: The evaluator will provide credible observations regarding the impact.¹² The assessment of the project's impact should take into consideration existing and relevant studies.¹³ Under this evaluation criterion the evaluator should, inter alia, answer:

- What have been direct or indirect, intended, or unintended changes that can be attributed to LHSP's support?
- What are the benefits to beneficiaries that can be directly attributed to LHSP? To what extent did all intended target groups, including the most disadvantaged and vulnerable, benefit from the intervention?
- How has the M&E system contributed or not contributed to measuring impacts?

Sustainability: The evaluator will assess the project capacity to produce and to reproduce benefits over time. In evaluating the project sustainability, it is useful to consider to what extent intervention benefits will continue even after the project is concluded and the principal factors influencing the achievement or non-achievement of the project sustainability.

- To what extent has the project ensured buy-in, ownership and/or political will of a) the municipalities and b) beneficiaries (communities) for the uptake, maintenance and use of project outputs?
- What is the likelihood that the benefits that resulted from the previous and current LHSP interventions will continue at national and subnational level through adequate ownership, commitment, willingness displayed by the government and other stakeholders?
- What are the main risks (internal and external) hindering sustainability of interventions implemented?

4. Methodology and time frame for the evaluation process

UNDP proposes the following methodology and data collection tools outlined in Table 1 and below, as it likely yields the most reliable and valid answers to the evaluation questions. However,

¹² Including, inter alia, LHSP's contribution to: (i) Lebanon Crisis Response Plan Impact 4 – Mitigated Deterioration in the Economic Condition of Vulnerable Population; (ii) Impact 5 – Social stability is strengthened in Lebanon; (iii) the reduction of community tensions. Please note that the word "impact" does not correspond to the understanding of impact as per the latest definition of the corresponding OECD/DAC criteria ([OECD, 2021](#))

¹³ Including but not limited to: (i) Agulhas Perception Surveys (2020-2022) (ii) joyn-coop Mid-term evaluation of the German Contribution to the LHSP in Lebanon (iii) ARK (2017-2018): Regular Perception Surveys on Social Tensions throughout Lebanon; (iv) AKTIS (2016): Impact Evaluation Report: Lebanon Host Communities Support Project; (v) Dylan O'Driscoll (2018): Donor Response to Refugee Tensions in Lebanon

the specific design and methods for evaluation should emerge from consultations among UNDP, the evaluator team, and key stakeholders. The evaluation team should suggest methodologies that also allow for addressing gender-specific issues as well as the inclusion of SDGs. The final methodological approach should be outlined in the inception report.

The evaluation will be inclusive and participatory, involving all principal stakeholders into the analysis. The evaluation will consider the social, political, security and economic context which affects the overall performance of the output achievements. During this evaluative exercise, the evaluator is expected to apply the following approaches for data collection and analysis.

It is strongly suggested that the evaluation should use a multi method approach – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The evaluation consultant is highly encouraged to review all relevant reports providing quantitative data collected by the project and by previous evaluations/assessments.

The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with stakeholders. The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus group discussions (FGD) and surveys.

Methods to be used to collect and analyze the required data shall include but not be limited to (see also Table 1):

- **Document review.** This would include a review of all relevant documentation, inter alia all documentation related to the project, including the existing literature, project document, progress reports, agreements, concept notes, previous assessments/evaluations and financial reports (See Annex 1).
- **Interviews,** including preliminary remote interviews with key actors as well as interviews with key actors and stakeholders, including UNDP/LHSP staff, relevant government institutions, donors, and UN agencies; focus groups with the target group of the project (civil society organizations, SLD committees, beneficiaries, municipalities, government stakeholders. Additionally, consultations and field visits can be conducted.
- **Data review and analysis of monitoring and other data sources and methods.** This should ensure maximum validity, reliability of data (quality) and promote use of this data.

All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals. The evaluation consultant will ensure triangulation of the various data sources. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

Gender and Human Rights-based Approach

As part of the requirement, the evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated gender equality perspective and rights-based approach. The evaluators are requested to review UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation during the inception phase.¹⁴ In addition, the evaluation must focus on expected and achieved gender accomplishments, critically examining the presumed causal chains, processes, and attainment of results, as well as the contextual factors that enhanced or impeded the achievement of results. In addition, the methodology used in the evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of final evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project.

¹⁴ See: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

Table 1: Evaluation Activities and Timeframe

ACTIVITY	ESTIMATED DURATION	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	2 weeks	At the time of contract signing	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluation team, see Annex 1.		At the time of contract signing	Via email	Evaluation manager and commissioner
Review of all documentation related to the project, including the existing literature, project document, progress reports, agreements, concept notes, previous assessments/evaluations. Preliminary remote interviews with key actors.		Within two weeks of contract signing	Home-based	Evaluation Team
Submission of the inception report (max. 15 pages, excluding annexes)		Within two weeks of contract signing		Evaluation team
Feedback to and approval of inception report		Within one week of submission of the inception report	UNDP	Evaluation manager
Phase Two: Data-collection mission				
Consultations and field visits; interviews (key actors and stakeholders, including UNDP/LHSP staff, relevant government institutions, donors, and UN agencies); focus groups with the target group of the project (civil society organizations, SLD committees, beneficiaries, municipalities, government stakeholders).	5.5 weeks	Within four weeks of contract signing	In country	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc.
Intermediate debriefing to UNDP and key stakeholders.			With field visits	
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (40-60 pages), including an executive summary (max. 4-5 pages)	7.5 weeks	Within three weeks of the completion of the field mission	Home-based	Evaluation team
Draft report submission				Evaluation team
Consolidated UNDP and stakeholder comments to the draft report		Within two weeks of submission of the draft evaluation report	UNDP	Evaluation manager and evaluation reference group
Finalization of the evaluation report incorporating feedback, additions and comments provided by project staff and UNDP country office	8.5 weeks	Within one week of receiving comments	Home-based	Evaluation team
Submission of the final evaluation report to UNDP country office with no more than 60 pages, including the executive summary		Within one week of receiving comments	Home-based	Evaluation team

highlighting main findings and recommendations (max. 5 pages) and excluding the annexes.				
Comprehensive presentation of findings and recommendations delivered to relevant UNDP staff – local authorities and government stakeholders (MoIM, MoSA, municipalities) – SLD committees		Within one week of submission of final evaluation report	Home-based	Evaluation team
Estimated duration for the evaluation	8.5 weeks			

Implementation Arrangements

Table 1 outlines the activities, as well as the timeframe and the responsible parties for each activity. See Tables 2-4 for the implementation arrangements/expected deliverables per evaluator for a team of three consultants.

Expected deliverables per evaluator

The independent evaluator is expected to:

Table 2: Key tasks International Consultant - Team Leader

Activity	Indicative duration	Place
Desk Review and Inception Report Review all documentation related to the project, including the existing literature, project document, progress reports, agreements, concept notes, previous assessments/evaluations, preliminary remote interviews. Draft an inception report. The preliminary list of documents is provided in Annex 1.	2 weeks (10 working days)	Home-based
Data-collection phase Conduct around 30 interviews with the key actors and stakeholders, including UNDP/LHSP staff, relevant government institutions, donors, and UN agencies, support with other data collection if needed (UNDP will facilitate the organization of the interviews).	3.5 weeks (14 working days)	In-country (Lebanon)
Analysis and Evaluation report writing phase Draft a comprehensive evaluation report (in English, with a focus on the evaluation criteria of relevance, efficiency, and impact) – Discussion of the draft evaluation report – Finalization of the evaluation report	7.5 weeks (14 days)	Home-based
Dissemination phase	8.5 week (1 working day)	Home-based

Presentation of findings and recommendations delivered to relevant UNDP staff – local authorities and government stakeholders (MoIM, MoSA, municipalities) – SLD committees		
TOTAL EXPECTED DURATION	8.5 weeks (39 working days)	

Table 3: Key tasks International Consultant -- International Evaluation Expert

Activity	Indicative duration	
Desk Review and Inception Report Review all documentation related to the project, including the existing literature, project document, progress reports, agreements, concept notes, previous assessments/evaluations, preliminary remote interviews. Draft an inception report. The preliminary list of documents is provided in Annex 1.	2 weeks (7 working days)	Home-based
Data-collection phase Conduct around 8 focus group discussions with the target group of the project (civil society organizations, SLD committees, beneficiaries, municipalities, government stakeholders), support with other data collection if needed (UNDP will facilitate the organization of the interviews)	5.5 weeks (12 working days)	In-country (Lebanon)
Analysis and Evaluation report writing phase Draft a comprehensive evaluation report (in English, with a focus on the evaluation criteria of effectiveness, impact and sustainability) – Discussion of the draft evaluation report – Finalization of the evaluation report.	8.5 weeks (15 working days)	Home-based
Dissemination phase Presentation of findings and recommendations delivered to relevant UNDP staff – local authorities		na

and government stakeholders (MoIM, MoSA, municipalities) – SLD committees		
TOTAL EXPECTED DURATION	8.5 weeks (34 days)	

Table 4: Key tasks National Evaluation Consultant

Activity	Indicative duration
Desk Review and Inception Report Review project documentation, including project document, progress reports, concept notes, previous assessments/evaluations. Review of the inception report. The preliminary list of documents is provided in Annex 1.	1 week (3 working days)
Data-collection phase Conduct around 8 focus group discussions with the target group of the project (civil society organizations, SLD committees, beneficiaries, municipalities, government stakeholders) with a focus on inclusion and gender.	4.5 weeks (10 working days)
Analysis and Evaluation report writing phase Support the drafting comprehensive evaluation report (in English) – Discussion of the draft evaluation report – Finalization of the evaluation report.	6 weeks (7 working days)
TOTAL EXPECTED DURATION	6 weeks (20 days)

5. Deliverables

Phase 1: Desk review and inception report

- An evaluation inception report, totaling 10-15 pages plus annexes, which outlines the methodology, suggested data collection methods and analysis approach, an evaluation matrix as well as proposed schedule of tasks and activities (including list of meetings).

Phase 2: Data collection mission and draft report writing

- A draft evaluation report (40-60 pages) including draft executive summary of no more than 5 pages describing key findings and recommendations is expected for an intermediate review. UNDP will collect the comments and will share a consolidated version as audit trail with the evaluation team,
- The evaluation team will prepare a draft PPP on methodology, key findings, and recommendations, and will be expected to present the (draft) review during stakeholder meetings.

Phase 3: Finalization of evaluation report and dissemination

- A final evaluation report with a length of 40 to max 60 pages including executive summary (of max. 5 pages describing key findings and recommendations) and excluding annexes should be delivered addressing the content required (in the standard evaluation report template and as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines. Final presentation to stakeholders detailing methodology, findings, and recommendations.
- **Evaluation Brief:** the evaluator is expected to prepare a 4-pages knowledge product summarizing the findings and lessons learned to enhance the use of the evaluations results.

The minimum content that needs to be included in the inception and evaluation reports is provided in the annex section. The reports should address all the quality criteria mentioned in the UNDP Evaluation Guidelines.

6. Composition and profile of the Team (Experience and Qualifications)

A team consisting of at least two consultants (International) and one local consultant is needed to complete the study:

- The Team leader shall have the following minimum requirements:
 - Postgraduate degree in development studies or related fields;
 - Proven experience (at least 10 years) in managing and/or planning large scale and multi-sectoral projects;
 - Minimum five (5) years' experience in results based management and evaluation of large scale and multi-sectoral projects;
 - Experience in policy research and planning;
 - Proven experience in management;
 - Excellent oral and written communication skills in English; Arabic is an asset;
 - Solid analytical and conceptual skills and the ability to think creatively; and,
 - Knowledge of the local context (culture, politics, and geography) is an asset.

- The second expert shall have the following minimum requirements:
 - Postgraduate degree in social sciences, development studies or related field;
 - Proven experience (at least 8 years) in carrying out research projects.
 - Minimum five (5) years' experience in results based management and evaluation of large scale and multi-sectoral projects;
 - Excellent oral and written communication skills in English and Arabic;
 - Solid analytical and conceptual skills and the ability to think creatively; and,
 - Knowledge of the local context.

- The national expert shall have the following minimum requirements:
 - Postgraduate degree in development or related field;
 - Minimum three (3) years' experience of working on project and programme evaluations;
 - Minimum three (3) years' experience in conducting gender-sensitive and inclusive data collection;
 - Excellent oral and written communication skills in English and Arabic;
 - Solid analytical and conceptual skills and the ability to think creatively; and,
 - Knowledge of the local context.

7. Evaluation ethics

This evaluation 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.

8. Responsibilities of UNDP

The contract will be made by and with UNDP. The contacts will be facilitated by UNDP. Payments will be made after approval of UNDP.

9. Payment terms

Payments are based upon output, i.e. upon delivery of the services specified in the TOR:

Milestone	% Payment	Target Date
Upon satisfactory Completion of the Inception Report	20%	End of the second week
Upon Satisfactory Completion of the Final Evaluation Report	80%	End of the consultancy

Feedback on the outputs will be made within two weeks after the submission is made by the consultant.

All payments will be issued upon certification by the UNDP LHSP CTA.

Payments are based upon output, i.e. upon delivery of the services specified in the TORs. The consultancy quotation should include the overall cost of the consultancy including fees, per diem and travel cost to the country, inside the country, eventual workshops rent of sites and material.

10. Technical proposal

The technical proposal shall describe the approach and methodology that will be applied by the consulting firm to meet the objectives and scope of the assignment and shall include the following:

- a) The methodology.
- b) The suggested work-plan.
- c) Description of tools that will be used and provided.
- d) Company Profile including description of company facilities and resources.
- e) List of relevant projects undertaken within the last two years.
- f) Contact of three previous clients that can be used for reference purposes to whom similar services has been provided and completed.
- g) Profile of experts included in the plan. A matrix should be provided to show which expert will work on what activities and for what duration.
- h) CVs of the experts who will participate in conducting the assignment.

The proposal shall be valid for a minimum of 120 days from the date of bid closing and shall be duly signed by consultant and stamped.

11. Financial proposal

The offeror is asked to prepare the Price Schedule in US Dollars to be provided in a separate envelope from the rest of the RFP. The financial proposal shall specify a total lump sum amount all-inclusive for the provision of the requirement.

The lump sum amount shall be broken down to show the following level of detail:

- Daily rates of staff
- Administrative costs
- Overhead and profit
- Person rate per hour
- Cost of workshops and any other applicable costs

12. Award of contract

The procuring UNDP Unit reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without incurring any liability to the affected applicant or any obligation to inform the affected applicant or applicants of the ground for the UNDP's action.

The UNDP procuring Unity will award the Contract to one offeror, who submits the first lowest Price Quote amongst the technically responsive offers.

Only proposals that achieve above the minimum of 70% on the substantive presentation shall be reviewed for competitiveness of fees.

Annex 1: Preliminary List of Documentation

1. LHSP Project document phase 2019-2022
2. Agulhas Perception Surveys, 2019 -2022
3. Joyn-coop Mid-term evaluation of the German Contribution to the LHSP in Lebanon
4. KDC (2018) Mid Term Evaluation of the Lebanese Host Communities Support Project
5. LCRP 2015-2016 (Lebanon Crisis Response Plan)
6. LCRP 2017-2020 (Lebanon Crisis Response Plan)
7. UNDP Livelihood and Local Ec. Develop. Strategy
8. UNDP Lebanon CPD (Country Project Document) 2017-2020
9. MRR process
10. MSS process
11. ARK (2017-2018): Regular Perception Surveys on Social Tensions throughout Lebanon
12. Dylan O'Driscoll (2018): Donor Response to Refugee Tensions in Lebanon
13. Adam Smith, LHSP Evaluation, 2016

Annex 2: UNDP Evaluation Guidelines

1. [UNDP Evaluation Guidelines](#)
 - a. [Inception report template](#) (section 4)
 - b. [Evaluation report template and expected content](#) (Section 4)
 - c. [Quality Assessment Process](#) (Section 6)
 - d. [Pledge of ethical conduct forms](#)

Annex 3: Theory of Change

The LHSP Project Document 2019-2022 provides the following Theory of Change:

IF the needs and challenges of the host communities are assessed in a transparent, technically sound, participatory/inclusive and conflict and gender sensitive manner; with members of the community able to express their grievances openly,

AND there is an inclusive, efficient, effective, and transparent mechanism which delivers investments in basic services (including security and education), social services, livelihoods and local economic development based on local plans formulated according to the assessed needs,

AND there is a local platform where community members coming from diverse groups can discuss and address their local issues and tensions and create positive spaces,

AND there is an effective communication and engagement strategy, which ensures the attribution of assistance to local authorities and national institutions as well as evidence-based, non-biased media reporting about the Syrian crisis and the local joint initiatives between host communities and refugees,

AND there is a platform, which

- Ensures that locally developed projects are aligned with national policies and strategies,
- Ensures that national level actors are involved in decision-making and oversight,
- Helps national authorities to improve their plans and strategies based on information developed at local level,

THEN

- Services in host communities are expanded,
- More economic activities and better livelihoods opportunities exist benefitting Lebanese and Syrian population,
- Host communities feel supported by the accountable and legitimate local authorities, national institutions and international community and perceive assistance distributed in a transparent and impartial manner,
- Inclusive safe spaces are created, and tensions and potential conflicts are prevented.

ULTIMATELY Lebanese Host Communities will be more resilient and able to cope with the crisis

Theory of change assumptions:

[1] – Activities to Outputs

1. Host Communities are engaged in the selection and monitoring of local investments
2. Communication strategy is effective in achieving correct attribution of investments and the awareness of local communities on positive interactions between host communities and refugees
3. Conflict dialogue mechanisms are able to address issues of aid distribution

[2] – Outputs to outcomes

1. Participatory needs assessment and community monitoring directly translates to service provision
2. The investment in productive infrastructure is expected to positively influence economic activities
3. Addressing security challenges and needs leads to the improvement of beneficiaries' sense of security
4. Municipalities, UNDP and other implementing partners are able to provide services effectively and efficiently

5. Security situation remains stable to enable continued delivery
6. Special security measures are applied to access red zones

[3] – Outcomes to medium- and long-term impacts

1. Availability of new opportunities for employment and self-employment leads to the positive changes in the perceptions related to the competition for jobs
2. A substantive cause of deteriorating social stability is due to the collapse of municipal/social service delivery and the competition over jobs. Consequently, strengthening local and national authorities' legitimacy contributes to social stability.
3. Other factors causing tensions remain constant (e.g. political, economic, elections)
4. The project can provide a sufficiently substantive amount of municipal services and participatory planning to positively affect community perceptions.

Annex 4: Lessons Learned from previous evaluations

AKTIS perception study of 2016, the results of the perception study 2017, LHSP Evaluation 2016, LHSP evaluation 2015-2017 phase, LHSP Mid-Term Evaluation 2018, and the LHSP Perception Study 2022 clearly put in evidence that:

- The protracted crisis that Lebanon is facing requires increased support to stabilization in host communities with a view to transitioning towards sustainable longer-term interventions.
- UNDP was able to take advantage of its unique position and comparative advantage to achieve results and strengthen its leadership role among the donors' community. LHSP was unique in the mobilization of all stakeholders at the national and local level and adapt to changing context, though the update of data on displaced Syrians and special emphasis on sustainable job creation would enhance the relevance of LHSP.
- Though LHSP succeeded in changing the culture of the municipal councils towards the participation of all stakeholders in the decision making thanks to the MRR process (see further explanation below), the formulation and implementation of a formal capacity development strategy and the strengthening of MSS working groups would not enhance LHSP effectiveness without forging strong relations between the local, regional, and national levels.
- The governance structure had some shortages that requires finetuning and adjustment to streamline the efficient implementation of LHSP.

- The strengthening of the partnership between municipalities and Social Development Centers (SDCs), as well as with the representatives of the line ministries at the governorate level would likely enhance sustainability of LHSP.
- Though it is difficult to assess impact in the short-term, the perception survey conducted by Aktis and the findings of our evaluation confirm that tensions have somewhat declined. The reduction of tensions could not be reduced significantly without increased funding to the livelihood programme since the main reasons for tensions are competing businesses and competition over low skilled jobs.
- A comprehensive integrated capacity development plan for municipalities together with the development of capacity of local civil society actors will enhance the sustainability of the process of community participation in decision making. UNDP will promote synergies with other initiatives (particularly MADAD UNDP/UN-HABITAT project) to enhance complementarity and widen the areas of intervention relevant to capacity building of municipalities.
- The development of guidelines with the relevant line-ministries guarantees effectiveness and sustainability of the interventions.
- Coordination with local authorities is essential for the implementation at the field level. UNDP has maintained a constant dialogue and coordination with the municipalities and the communities in order to strengthen the sense of ownership of the intervention.
- New dynamics of tensions being witnessed may require broadening the focus to prevention, based on in-depth tension mapping and early warning analysis carried out in a systematic, evidence based and consultative manner. Support to the Lebanese host communities – as provided by the LHSP – needs to be strengthened, to address continued vulnerabilities, and host community fatigue.
- Initiating two parallel tracks within LHSP (Maps of Risks and Resource, MRR and Mechanism for Social Stability, MSS) have resulted in duplication of efforts as well as confusion among the MSS members about the type of proposed activities. The integration of MRR and MSS into the Mechanisms for Social stability and resilience (MSR) would streamline the process and ensure the mainstreaming of conflict-sensitivity into all interventions. The MSR is a new methodology that aims to strengthen factors of stability and to increase resilience of host communities. In 2019, the name of the MSR process was modified to Mechanism for Stability and Local Development (MSLD) process.
- Environmental projects, in particular (solid waste and waste water), would need to be implemented at the cluster level as well to ensure their feasibility and consistency with the national strategies, while scaling-up livelihood projects at the cluster level would have higher impact.

- Larger-scale economic infrastructure projects can generate and accompany dynamics of local economic development. The hard intervention should include complementary activities in support to the direct beneficiaries (traders, farmers) to optimize the investment. These types of projects assume a particular relevance when they are planned at the cluster of municipalities (or Union of Municipalities) level: in this case, it makes sense to scale up the size of the projects. These types of projects also represent a good opportunity to implement the modality of labour-intensive schemes
- Municipalities also face the challenge of transparency and accountability, as well as sharing information with citizens about municipal decisions and budgets; a close coordination with the new EU MADAD projects (UNDP-UN HABITAT) with a focus on capacity building of municipalities can alleviate the challenge. The MSR process can also contribute.
- In light of the findings of the latest impact analysis of the LHSP projects Agulhas (2022) recommended that LHSP 1) needs to rethink its objectives and approach, 2) should consider the best approach to take in terms of portfolio planning and delivery, 3) consider its approach to sustainability, 4) reconsider purpose and ways of working with municipalities.

Annex 5: LHSP ProDoc 2019-2022 Results Framework

RESULTS FRAMEWORK

Project Title: Lebanon Host Communities Support Project (LHSP) - Phase 3
Intended Outcome as stated in the UNSF/Country [or Global/Regional] Programme Results and Resource Framework Outcome 1.3: Lebanon has institutionalized mechanisms to promote peace and prevent, mitigate and manage conflict at national, municipal and community levels Outcome 3.1 Productive sectors strengthened to promote inclusive growth and local development especially in most disadvantaged areas
Applicable Output(s) from the UNDP Strategic Plan: Outcome 3: Strengthen resilience to shocks and crises
Outcome indicators as stated in the Country Programme Results and Resources Framework: Outcome 1: Local Communities and institutions' ability to mitigate tensions and prevent conflict are strengthened, and the overall response on the evolution of tensions informed. Output 1.2. Systems and capacities in place to monitor tensions and maintain peace Indicator 1.2.1. No. of local peace structures operating Indicator 1.2.2. % female representation in peace structures Indicator 1.2.3. No. of conflict risk analyses produced Outcome 3: To improve the ability of vulnerable groups, especially women and youth, and of micro, small and medium size enterprises, to cope with and recover from the economic shock through stabilizing and improving income and revenues. Output 3.1. Livelihood and economic opportunities increased Indicator 3.1.1. No. of income generating initiatives supported Indicator 3.1.2. No. of supported SMEs with sustainable operations after 1 year Indicator 3.1.3. No. of value-chain developed for small producer groups Indicator 3.1.4. Business and employment support institutions strengthened Output 3.2. Improved capacity of national and local Institutions to respond to local needs in an integrated and coordinated way Indicator 3.2.1. No. of multi-sectoral local and sub-national plans adopted Indicator 3.2.3. No. of improved infrastructure and quality basic services initiatives completed

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year	3 years target (2019-2022)	
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. Gender marker: 2	1.1 Number of integrated MSR activities implemented	Progress Reports	0	2018-2019	251 (or according to any update of LCRP vulnerability map)	Data collection from areas as per LHSP M&E
	1.2 Number of MSR communication plans developed	Progress Reports	0	2018-2019	251 (or according to any update of LCRP vulnerability map)	
	1.3 Number of participants disaggregated by sex, nationality and age	Attendance sheets and Progress reports	0	2018-2019	7,894 (5,132 males and 2,762 females)	
	1.4 Number of campaigns to counter fake news/ misinformation and disinformation conducted	Progress reports	0	2018-2019	12 (4 per year)	

<i>Output 2</i> Competitions for social and basic services reduced at vulnerable communities' level Gender marker 2	2.1 Number of projects implemented at municipal level	M&E progress Reports	130	2018-2019	200	Data collection from areas as per LHSP M&E
	2.2 Number of projects' direct beneficiaries (disaggregated by sex, nationality)	M&E progress Reports	1,028,491	2018-2019	1,500,000 (735,000 males and 765,000 females)	
	2.3 Number of Municipalities and Social Development Centers (SDCs) supported	M&E progress Reports	120	2018-2019	120	
	2.4 Number of municipalities supported	M&E progress Reports	80	2018-2019	120	
<i>Output 3</i> Income generation for vulnerable Lebanese and Syrian refugees created through intensive labour activities supporting rapid employment schemes Gender marker 2	3.1 Number of projects supported at municipal and cluster level	M&E and engineering Reports	2	2018-2019	5	Data collection from areas as per LHSP M&E/livelihoods and engineering units
	3.2 Number of projects' direct beneficiaries (disaggregated by sex, nationality)	M&E and engineering Reports	58,000	2018-2019	145,000 (71,050 males and 73,950 females; 72,500 Lebanese and 72,500 Syrians)	
	3.3. Number of worker days created (disaggregated by sex, nationality)	M&E and engineering Reports	46,000	2018-2019	66,000 (26,400 Lebanese and 39,600 Syrians)	
	3.4. Number of people employed (disaggregated by sex, nationality)	M&E and engineering Reports	517	2018-2019	1,400 (560 Lebanese and 840 Syrians)	
	3.5. Number of short term jobs created (by sex, nationality)	M&E and engineering Reports	1,450	2018-2019	800 (350 Lebanese and 450 Syrians)	

Output 4: Competition for jobs reduced through economic opportunities improvement, including vulnerable groups (women and youth) Gender marker 2	4.1. Number of economic opportunities infrastructure projects implemented	M&E and Livelihoods Reports	10	2018-2019	30	Data collection from areas as per LHSP M&E/livelihoods and engineering units
	4.2 Number of M-SME business supported	M&E and Livelihoods Reports	21	2018-2019	100	
	4.3 Number of value chains supported	M&E and Livelihoods Reports	5	2018-2019	10	
	4.4 Number of beneficiaries (by sex/age)	M&E and Livelihoods Reports	300,054	2018-2019	900,000 (441,000 males and 459,000 females)	
	4.5. Number of worker days created (disaggregated by sex, nationality)	M&E, Livelihoods and Engineering Reports	400,000	2018-2019	700,000 (350,000 Lebanese and 450,000 Syrians)	
	4.6 number of short-term jobs created (by sex, nationality)	M&E and Economic Appraisal Reports	4,000	2018-2019	7,000	
	4.7 number of jobs maintained (by sex, age)	M&E and Economic Appraisal Reports	8,000	2018-2019	14,000	