Job Opening Number:
Job Title: Evaluation of the UN-Habitat Country Programme in Lebanon, 2014-2019
Office: UN-Habitat
Location: Beirut
Posting Period:
Evaluation of UN-Habitat’s Country Programme in Lebanon, 2014-2019

1. Background and Context

UN-Habitat, the United Nations Human Settlements Programme, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities. It is the focal point for all urbanization and human settlement matters within the UN system.

UN-Habitat envisions well-planned, well-governed, efficient cities and other human settlements with adequate housing, infrastructure and universal access to employment and basic services such as water, energy and sanitation. To achieve these goals, derived from the New Urban Agenda endorsed in October 2016, UN-Habitat has set itself a medium-term strategy approach for each successive six-year period. The current Strategic Plan 2014-2019 has a strategic result “environmentally, economically and socially sustainable, gender-sensitive and inclusive urban development policies implemented by national, regional and local authorities have improved the standard of living of the urban poor and enhanced their participation in the socio-economic life of the city. The focus of the Strategic Plan targets support to governments and local authorities with the ultimate result to improve the standard of living for the urban poor. The connection between sustainable cities and other human settlements is also emphasized in the New Urban Agenda and Sustainable Development Goal 11.

As articulated in the final draft (October 2014) of UN-Habitat’s Regional strategy “Arab States Regional Strategy for Sustainable Urbanization” developed in response to the challenges to the region and identified in the State of Arab Cities 2012, the following priorities for common action are prioritized for future action:

(1) Improving the Integration of Comprehensive Urban Strategies in their National and Regional Development Plans
(2) Responding to Demands for Inclusive Economic Opportunities, Affordable Housing, and Access to Services for all
(3) Improving Urban Management and Promoting Participatory Governance
(4) Mitigating Climate Change.

UN-Habitat has been in present in Lebanon since 2006. UN-Habitat’s Lebanon Programme focus on interventions that underscores the economic, social and environmental inter-relationship and interdependence that exist between rural and urban areas vital to sustainable development at a national level.

1.1 UN-Habitat’s Partnerships in Lebanon

Through its presence in Lebanon, UN-Habitat has been able to build a strong network of national and local partners. The agency’s partnership portfolio includes ministers, municipalities and unions of municipalities, as well as NGOs, CBOs, universities and UN agencies.

The coming five-year phase will see an important shift in the programming process which would involve a number of partners and would be extended throughout several years. As a result, the coming phase will focus on consolidating existing partnership frameworks while establishing new strategic partnerships with local, national and international stakeholders. As part of its country operation, UN-Habitat has mobilized a myriad of donor agencies and established strategic partnerships with international, national and local organizations.
UN-Habitat current donors include a number of bilateral and multilateral organizations, private foundations as well as cities as part of the decentralized cooperation modality.

In addition to donors, UN-Habitat has established strategic partnerships with a number of UN agencies as well as national and local organizations, which include:

- UN agencies: UN Women, UNDP, UNICEF and UNHCR.
- Governmental Organizations: Council for Development and Reconstruction (CDR), Ministry of Social Affairs (MoSA), Ministry of Interior and Municipalities (MoIM), Ministry of Energy and Water (MoEW), Directorate General of Archeology (DGA) and Ministry of Environment (MoE).
- Cities, municipalities and Unions of Municipalities: Beirut, Tripoli and Saida cities. Unions of Municipalities of Tyre, Zahrany, Al Fayhaa, and el Matn el Chemali.
- Academia: American University of Beirut (AUB) and Notre Dame University (NDU)
- NGOs: Azm & Saade and DPNA

1.2 UN-Habitat’s Strategic Focus in Lebanon

The UN-Habitat country office in Lebanon was initiated in 2006, following two large-scale crises: The July 2006 war on Lebanon and the Syrian Refugees Crisis. UN-Habitat has steered most of its activities to focus on responding to emerging issues through reconstruction, shelter provision, basic services upgrading while also laying the foundation for long-term sustainable solutions.

The 2008-2009 Lebanon Country Programme Document aimed to promote the alignment of UN-Habitat normative and operational activities in Lebanon. It identified national urban development goals, priorities including shelter, access to basic services, etc. and emphasised the importance of local development, balanced regional development and poverty reduction.

The planning and programming in Lebanon from 2014-2019 were in the context of the UN-Habitat Strategic Plan 2014-2019, and UN-Habitat has worked to lobby, promote and implement programmes and interventions to achieve the objectives of the Strategic Plan, the SDGs and the New Urban Agenda. The Strategic Plan has 7 focus areas including: (1) Urban legislation and land governance, (2): Urban Planning and Design, (3) Urban Economy, (4) Urban Basic Services, (5) Housing and Slum Upgrading, (6) Risk Reduction and Rehabilitation, (7) Research and Capacity Development. Focus areas of the UN-Habitat strategic plan are embedded in all focus areas identified in Lebanon as shown below.

The Country Programme is consistent with UN-Habitat Lebanon’s three interlinked and mutually reinforcing focus areas that are aligned with the United Nations Strategic Framework

Focus Area 1: Inclusive and Sustainable Urban Development

This Focus Area comes to respond to Lebanon’s needs to move forward with the national urban agenda. By engaging concerned national actors, this focus area has a strong advocacy component as it emphasizes the urgent need to reform urban policies as well promoting environmentally-sound cities that can mitigate and adapt to climate change. This entails developing and lobbying for inclusive urban planning and design; efficient distribution of assets and enhancing municipal finance through strategic urban economic frameworks; and adopting risk reduction and rehabilitation plans in response to environmental risks and changes.

Focus Area 2: Improved Planning Systems and Frameworks
To address the challenges of rapid urbanization in Lebanon, the Focus Area (2) emphasizes, through concrete actions, the urgent need to make available locally-verified urban data that represents one of the key ingredients to promoting inclusive urban and land use planning. Additionally, securing public spaces in urban settings is considered a key component of the planning process. Given the absence of policies and coordination mechanisms to guide and orient the work of public service providers and planning stakeholders in Lebanon, it’s vital to reform existing urban legislation frameworks and land governance in parallel with research and capacity development for concerned stakeholders.

**Focus Area 3: Effective Urban Response**

This third focus area is primarily dealing with UN-Habitat engagement in the Syrian Crisis spill-over effect on Lebanon. Being highly urbanized before the outbreak of the crisis, Lebanon is currently faced with an urban crisis due to the increasing number of Syrian refugees who settled in poor and underprivileged neighborhoods of cities and urban agglomerations. UN-Habitat, in cooperation with relevant partners, will continue producing city and neighborhood profiles that provide evidence-based urban data and analysis helping local authorities and concerned actors better understand the impacts of the increasing risks and vulnerabilities on cities, and respond accordingly. UN-Habitat will also focus on developing housing and slum upgrading strategies in response to the growing population mitigating the risk of deteriorating living conditions.

**1.3 UN-Habitat Cooperation with Other UN Agencies in Lebanon**

Representing the UN’s cooperation framework with Lebanon, the United Nations Strategic Framework (UNSF-2017-2020) have identified the following three core priorities that frame UN system support to government:

- **Core Priority 1:** All people in Lebanon enjoy peace and security
- **Core Priority 2:** Lebanon enjoys domestic stability and practices effective governance.
- **Core Priority 3:** Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender sensitive manner.

Issues related to urban poverty and access to affordable and adequate housing and urban services (mainly water) have been emphasized in the UNSF in response to the Syria refugee crisis. In fact, the conflict in Syria has significantly impacted Lebanon’s socio-economic growth, poverty has increased, and socio-economic disparities have widened, resulting in pressure on employment, social services, housing as well as access to urban services, mainly water. As such, the UNSF is proposing to support national capacities for the provision of adequate public housing for the most vulnerable through the development of an affordable housing scheme. Additionally, it will support the Government in providing a comprehensive response to delivering safe water to the most vulnerable populations of Lebanon, including poor and urban neighborhoods.

Through the UNSF process, UN-Habitat’s mandate has been mainstreamed into the pre-determined core priorities (2) and (3) under three outcomes:

**Outcome 2.1:** Government’s ability to improve the performance of institutions and promote participation and accountability increased.

**Outcome 3.2:** Improved equitable access to and delivery of quality social services, social protection and direct assistance.

**Outcome 3.3:** Lebanon has improved environmental governance.
UN-Habitat is currently implementing the “Lebanese Cities Programme” which aims to help all actors better understand the stresses and risks impacting on cities as a result of increased poor population and vulnerabilities. The Programme include analysis of urban data, institutional capacity building at the local and regional levels, & implementation of selected multi-sector interventions within targeted impoverished neighbourhoods. In addition, UN-Habitat has launched the development of the National Urban Policies Project (NUP) which aims to initiate a consultation process with the government and concerned actors proposing urban policies that respond to the enormous challenges caused by the rapid urbanization process.

In its approach, UN-Habitat works very closely with municipalities, subnational government, local actors, and communities, as well as with concerned UN sister agencies and International NGOs. The outcomes of interventions and collaboration with different actors inform national level plans and strategies. UN-Habitat has been dealing in the past 5 years (2014-2019 inclusive) with challenges related to the response to the Syria Crisis, yet paving the grounds for longer term objectives.

1.4 The context of Lebanon

Seven years into the Syrian conflict, Lebanon remains at the forefront of one of the worst humanitarian crises of our time and has shown exceptional commitment and solidarity to people displaced by the war in Syria.

As of October 2017, the Government of Lebanon (GoL) estimates that the country hosts 1.5 million Syrians who have fled the conflict in Syria, in addition to 997,905 registered as refugees with UNHCR, and along with 34,000 Palestine Refugees from Syria (PRS), 35,000 Lebanese returnees, and a pre-existing population of more than 277,985 Palestine Refugees in Lebanon (PRL). The vulnerabilities of each of these groups have different root causes, requiring the overall response strategy to include a multifaceted range of interventions from emergency aid to development assistance. Nearly half of the Lebanese, Syrian and Palestinian populations affected by the crisis are children and adolescents; at least 1.4 million children under 18 years are currently growing up at risk, deprived, and with acute need for basic services and protection. 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 displaced Syrian patients are unable to cover their part of the bill.

The conflict in Syria has significantly impacted Lebanon’s social and economic growth, caused deepening poverty and humanitarian needs, and exacerbated pre-existing development constraints in the country. At the end of 2015, the crisis had cost the Lebanese economy an estimated US$18.15 billion due to the economic slowdown, loss in fiscal revenues and additional pressure on public services.

Unemployment and high levels of informal labor were already a serious problem pre-crisis, with the World Bank suggesting that the Lebanese economy would need to create six times as many jobs just to absorb the regular market entrants.

Unemployment is particularly high in some of the country’s poorest localities: in some areas, it is nearly double the national average, placing considerable strain on host communities. Long-standing inequalities are deepening and tensions at local level have been rising during the course of 2017, mostly over perceived competition for jobs and access to resources and services. The economic downturn has had a disproportionate effect on young people and others who are entering the workforce: Lebanon’s youth unemployment rates are three to four times higher than the overall unemployment rate.
The assistance made possible by donor contributions and implemented by aid partners under the Lebanon Crisis Response Plan (LCRP), along with the exceptional hospitality of Lebanese communities, has brought substantial, vitally-needed support across all sectors and has prevented an even worse deterioration of living conditions for the poorest groups. Achievements under the LCRP include support to Lebanese roads, water and waste infrastructure; a wide range of initiatives helping local municipalities implement priority projects for their communities; extensive cash assistance that has brought life-saving support to the poorest groups while boosting the local economy; support to health centers and hospitals around the country; and substantial advances in helping the Government of Lebanon enroll greater numbers of children in schools every year. However, despite these achievements, the need is growing and continue to outstrip resources and renewed support is essential. The prolonged crisis is having an ever-stronger impact on Syrian, Palestinian and vulnerable Lebanese households, as well as on the Lebanese host population and country’s institutions and infrastructure.

1.5 UN-Habitat Country Programme Management
The Lebanon Country Programme is operated by a team of national staff located in Beirut with field presence in all regions of the country. The Country Office reports to UN-Habitat Regional Office for Arab States (ROAS) located in Cairo, Egypt. The Country Programme Manager is responsible to mobilize resources for Projects, ensure timely implementation of the activities and provide technical and managerial guidance to national staff.

1.6 UN-Habitat Portfolio in Lebanon
The UN-Habitat portfolio for 2014-2019 contains 18 projects and activities. See Appendix 1 for list.

2. Purpose of Evaluation
UN-Habitat is undertaking this overall evaluation of the Country Programme in Lebanon 2014-2019, with a review of the UN-Habitat portfolio and in-depth assessment of three projects implemented over the past 5 years that are selected based on the project scale, scope and variety of donors. The evaluation exercise aims to assess to what extent the overall support and technical assistance of UN-Habitat has been relevant, efficient, effective, sustainable, and in line with national and regional priorities.

The evaluation is mandated and conducted by UN-Habitat at the request of UN-Habitat Management. It is part of UN-Habitat’s efforts to perform systematic and timely evaluations of its programmes, ensuring that interventions provide full representation of its mandate and activities, including evaluation of humanitarian and development interventions at the country level.

As a country programme evaluation, the evaluation is considered a corporate evaluation of added strategic value included in the UN-Habitat Evaluation Plan for 2019.

The sharing of findings from this evaluation will inform UN-Habitat and other key stakeholders, including national partners and donor agencies, on main achievements, good practices, and lessons learned from the country Programme.

3. Objectives of Evaluation
The evaluation of UN-Habitat’s Lebanon Programme (2014-2019) is to provide the agency, its governing
bodies and donors with an independent and forward-looking appraisal of the agency’s operational experience, achievements, opportunities and challenges. Findings and recommendations from the evaluation are expected to play an instrumental role in shaping the focus of UN-Habitat in planning and programming future projects, in influencing strategies, adjusting and correcting as appropriate, exploiting opportunities, replicating and up-scaling the implementation approach used, and generating credible value for targeted beneficiaries and addressing national priorities. Evaluation results will also contribute to UN-Habitat’s planning, reporting and accountability.

**Key objectives of evaluation are:**

a) Assess achievement of results made at the outcome and outputs level of projects implemented in Lebanon, focusing on the UN-Habitat portfolio 2014-2019 and with three projects selected for in-depth evaluation, enabling the Country Programme to define results to be achieved, effectively delivering projects, and reporting on the performance of UN-Habitat;

b) Assess the relevance, efficiency, effectiveness, impact and sustainability of UN-Habitat’s programme in Lebanon 2014-2019 in promoting local and national urban sustainable development by focusing on early recovery and sustainable reconstruction, beyond emergency relief interventions, this will entail analysis of delivery of actual outcomes against expected outcomes, in terms of delivery of outputs, achievement of outcomes and long-term effects toward beneficiaries;

c) Assess the extent to which UN-Habitat has incorporated cross-cutting issues of gender, climate change, youth, human rights in the design, planning and implementation, reporting and monitoring of the Lebanon programme. This should include an analysis of participation, social transformation, inclusive and empowerment toward gender equality;

d) Assess the extent to which partnerships have added-value to the country programme and bring forward programming opportunities that indicate potential for long-term partnership between UN-Habitat and other organizations working in Lebanon;

e) Make recommendations on what needs to be done to effectively promote and develop UN-Habitat’s support to sustainable urban development in Lebanon.

4. Evaluation Scope and Focus

The evaluation is expected to assess achievements, challenges and opportunities of UN-Habitat Lebanon Programme, 2014-2019 through a review of the portfolio and an in-depth assessment of three projects implemented during that period.

The evaluation analysis will be based on the Theory of Change of the country programme and the three projects i.e., outlining the results chain and integrated with projects’ Log Frame.

The below table includes a summary of the projects selected for in-depth assessment.
Table: Summary of three projects in-depth evaluation

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Donor</th>
<th>Budget</th>
<th>Time Period</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Promoting National Urban Policies through “Neighborhood approaches”</td>
<td>Italian Cooperation</td>
<td>$1,650,000</td>
<td>2016-2018</td>
<td>Profiling and upgrading neighborhoods in the municipalities of Saida, Beirut, Saida, Zahle and Baalbeck</td>
</tr>
<tr>
<td>2- Addressing the impacts of the Syrian refugee crisis in Tripoli and Tyre</td>
<td>Swiss Development Cooperation</td>
<td>$1,111,035</td>
<td>10 December 2015 – 30 November 2018</td>
<td>The overarching goal of the project was to improve the living conditions of Tripoli and Tyre urban dwellers (including refugees and host communities, men, women and boys and girls), through integrated and cross sectoral neighbourhood upgrading and improved access to basic services. This improvement was realized through strengthening local capacities and enhancement of urban knowledge of decision-makers and community representatives in implementing pro-poor policies and plans at the city level. Moreover, improvement was achieved in accessing the basic services for poor urban dwellers through the implementation of upgrading projects in vulnerable neighbourhoods of the two cities.</td>
</tr>
<tr>
<td>3- Enhancing Access to water and sanitation in South Lebanon to Respond to Refugees’ and Host Communities’ Needs</td>
<td>UNICEF</td>
<td>$4,474,205</td>
<td>1 January 2015 – 31 January 2019</td>
<td>Execution of water and sewage upgrading and rehabilitation projects in 12 municipalities within Mount and South Lebanon in addition Raising awareness of municipalities and refugee/host population on health risks related to improper performance and behaviors. Areas: Union of Iqleem el Kharoub al Janoubi, Union of the municipalities of Sahel el Zahrani.</td>
</tr>
</tbody>
</table>
5. Evaluation Questions Based on Evaluation Criteria
The evaluation will base its assessments on the criteria of relevance, efficiency, effectiveness, impact and sustainability in line with standards and norms of evaluation in the United Nations system:

Relevance
- To what extent are the objectives and implementation strategies of the UN-Habitat Lebanon Country Programme consistent with national strategies, development plans and policies and requirements of the beneficiaries (national and local government, local communities)?
- To what extent are these implementation strategies responsive to UN-Habitat’s Strategic Plan, its strategies and human development priorities such as empowerment and gender equality?

Effectiveness
- To what extent have the UN-Habitat Lebanon Programme intended results (outputs and outcomes) been achieved or how likely they are to be achieved?
- What types of products and services did UN-Habitat provide to beneficiaries? What kind of positive changes to beneficiaries have resulted from products and services delivered?
- Adequacy of institutional arrangements for the Lebanon Programme and relevance of structures to achieve the planned results;
- To what extent and in what ways has the UN-Habitat country programme promoted partnerships with national institutions, NGOs, vulnerable groups and other development partners in UN-Habitat’s priority areas of work?
- To what extent have the projects proven to be successful in terms of ownership in relation to the local context and the needs of beneficiaries? To what extent and in what ways has ownership, or lack of it, impacted on the effectiveness of the projects?

Efficiency
- Assess whether or not the costs of the UN-Habitat Lebanon Country Programme can be justified by the outcomes?
- To what extent did the UN-Habitat country programme management, Regional Office for Arab States and national partners have the capacity to design and implement the projects? What have been the most efficient types of projects implemented?
- To what extent were the institutional arrangements of UN-Habitat (at country, regional and headquarters levels) adequate for the four projects? What type of (administrative, financial and managerial) obstacles did the projects face and to what extent has this affected the projects?

Impact Outlook
- To what extent the country programme has (or is expected to attain) attained development impacts to the targeted population, beneficiaries, participants, whether individuals, communities, institutions, etc.?

Sustainability
- To what extent did UN-Habitat country programme engage the participation of beneficiaries in design, implementation, monitoring and reporting?
- To what extent are projects in country programme replicable or can be scaled up at national or local levels or encourage collaboration between districts, cazas, counties and urban settlements local level?
The evaluation team may expound on the following issues, as necessary, in order to carry out the overall objectives of the evaluation:

a) UN-Habitat Lebanon Programme’s coherence with UN-Habitat’s mandate & comparative advantage;
b) UN-Habitat Lebanon Programme’s harmonization with other United Nations programmes in Lebanon, including use of joint (or common) mechanisms for resource mobilization;
c) Identification of contribution to success or failure of certain performances (responses to these issues should be categorized by design, management and external factors, particularly context);
d) Provisions of Lebanon Programme under cross-cutting issues (Appendix 2) is better mainstreamed

6. Stakeholder involvement

It is expected that this evaluation will be participatory, involving key stakeholders who will be kept informed of the evaluation processes including design, information collection, and evaluation reporting and results dissemination to create a positive attitude for the evaluation and enhance its utilization.

Relevant UN-Habitat management, relevant branches at Headquarters, ROAS and country office, Committee of Permanent Representatives, United Nations agencies, national partners, beneficiaries of the projects, donors, and other civil society organizations may participate through a questionnaire, interviews or focus group discussions.

Proposed but not limited to:

- UN: Resident Coordinator's Office (RCO), UNICEF, UNHCR, UN-Women, and UNDP
- Ministries and Governmental agencies: MoSA, MoE, MoEW, MoIM, CDR, and DGU
- Donors: Swiss Corporation Office, Italian Cooperation, Embassy of Norway, UNICEF, and Embassy of Poland
- Universities: IFI Center at AUB, NDU, and BAU
- NGOs/CSOs: DPNA, PARD, Hariri Foundation, Azm & Saade
- INGOs; Solidarite, ACTED, World Vision, and NRC
- Local Authorities: Municipality of Tripoli, Tyre, Bourj Hammoud, Zahle, Saida

Stakeholders will be kept informed of the evaluation process including: design, information collection, and evaluation reporting and results dissemination to create a positive attitude for the evaluation and enhance utilization.

7. Evaluation approach and methods

The evaluation shall be independent, evidence-based and be carried out following the evaluation norms and standards of the United Nations System. A variety of methodologies will be applied to collect information during evaluation. These methodologies include the following elements:

a) **Review of documents relevant to the Lebanon programme and its projects.** Documents to be provided by the Lebanon Programme staff, and documentation available with the partner organizations.

Documentation to be reviewed will include:

- Relevant National Plans and Strategies;
- The United Nations Strategic Framework (UNSF);
• Strategic Plan 2014-2018
• New Urban Agenda and relevant SDGs
• Original project documents and implementation plans;
• Annual Work plan;
• Monitoring Reports;
• Reviews;
• Donor reports;
• Media reports.

b) **Key informant interviews and consultations, including focus group discussions** will be conducted with key stakeholders, including each of the implementing partners. The principles for selection of stakeholders to be interviewed as well as evaluation of their performance shall be clarified in the inception report at the beginning of the evaluation. The informant interviews will be conducted to obtain qualitative information on the evaluation issues, allowing the senior evaluator to assess programme relevance, efficiency and effectiveness and impact outlook of the country Programme.

c) **Field visits** to assess activities of the four projects selected for in-depth evaluation.

The Consultant will meet with the Country Programme Manager and the Monitoring & Evaluation/Reporting Officer at the beginning of the assignment and during data collection, and at the end of the Evaluation in order to review findings with key partners.

The evaluator will describe Theory of Change, interpretation of evaluation questions, expected data analysis and instruments including time schedule in the inception report. Presentation of the evaluation findings should follow the standard format of UN-Habitat Evaluation Reports (Appendix 2).

**8. Accountability and Responsibilities**

The evaluation will be managed by the UN-Habitat Evaluation Unit in close collaboration with the Lebanon Country Programme and ROAS. The UN-Habitat Country Programme Manager and ROAS will provide logistical support during the evaluation.

A reference group with members from: UN-Habitat: the Evaluation Unit at the HQ, the Human Settlements Officer at the Regional Office for Arab States ROAS, and the Country Programme Manager and Monitoring & Evaluation/Reporting Officer from the Lebanon Country Office, Donor (Swiss Corporation Office - TBC), partner (Norwegian Refugee Council - TBC). The role of the reference group is to ensure credibility and quality of the evaluation. It will be responsible for reviewing and providing comments on the inception report and drafts and final report of the evaluation.

The Evaluation Unit in close conjunction with the Country Programme and supported by ROAS, will lead the selection-of-consultant process by guiding and ensuring the evaluation is contracted to suitable candidates. The Evaluation Unit will provide advice on the code of conduct of evaluation; providing technical support as required. The Evaluation Unit will ensure that contractual requirements are met and approve quality of all deliverables (Inception Report/Workplan, Draft and Final Evaluation Reports).

The Evaluation Consultant is responsible for meeting professional and ethical standards in planning and conducting the evaluation, and producing the expected deliverables.
He/she will be supported by the Evaluation Unit at the headquarters, UN-Habitat Office in Lebanon, particularly the Country Programme Manager and the Monitoring & Evaluation/Reporting Officer.

9. Qualifications and Experience of the Evaluation Consultant

a) Extensive evaluation experience. The consultant should have ability to present credible findings derived from evidence and putting conclusions and recommendations supported by the findings. Example of evaluation report produced by the evaluator to be included in expression of interest;
b) Country specific knowledge and understanding of UN-Habitat’s mandate and the organizational context of the Lebanon Programme;
c) More than 15 years of experience in results-based management, professional project management and monitoring and evaluation;
d) Experience in working with projects/programmes in the field of urban development, local governance, housing or infrastructure. Familiarity with post-conflict environment is required;
e) Advanced academic degree in political science, international relations or social sciences or field of urban development, housing, infrastructure, local governance or similar relevant fields;
f) It is envisaged that the consultant would have a useful mix of experience and academic training from various similar tasks and jobs;
g) The Consultant should be proficient in English and Arabic.

Competencies

Professionalism: Demonstrates professional competence and mastery of subject matter. Good research, analytical and problem-solving skills. Conscientious and efficient in meeting commitments, observing deadlines and achieving results.

Communication: Excellent and effective written and oral skills. Ability to present information in a concise and accurate manner, proven ability for preparing comprehensive documents and reports.

Teamwork: Works collaboratively with colleagues to achieve organizational goals. Solicits input by valuing others ideas and expertise and is willing to learn from others.

Planning & Organizing: Proven ability to plan, coordinate and monitor own work and that of others. Ability to work under pressure and uses time efficiently. Identifies priority activities and assignments, adjust priorities as required.

10. Work Schedule

The evaluation will be conducted over the period of four months, including the desk review. The consultant is expected to prepare an inception report with a work plan that will operationalize the evaluation. In the inception report understanding of the evaluation questions, methods to be used, limitations or constraints to the evaluation as well as schedules and delivery dates to guide the execution of the evaluation should be detailed (A provisional timetable is attached).
11. Provisional Time Frame

<table>
<thead>
<tr>
<th>#</th>
<th>Task Description</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Review of background documents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Preparation and approval of inception report with work plan and methodology of work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Data collection including document reviews, interviews, consultations and group meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Analysis of evaluation findings, commence draft report writing and briefings to UN-Habitat</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Draft Evaluation Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Review of Evaluation Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Production delivery of Final Evaluation Report (including editing,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. Deliverables

The three primary deliverables for this evaluation are:

a) Inception Report with evaluation work plan. Once approved, it will become the key management document for the evaluation, guiding evaluation delivery in accordance with UN-Habitat’s expectations throughout the performance of contract.

b) Draft Evaluation Reports. The evaluation team will prepare evaluation report draft(s) to be reviewed by UN-Habitat. The draft should follow UN-Habitat’s standard format for evaluation reports. The Report should include a section on the overall Programme evaluation as well as separate sections on the evaluation of each of the 4 projects.

c) Final Evaluation Report (including Executive Summary and Appendices) will be prepared in English and follow the UN-Habitat’s standard format of an evaluation report. The report should not exceed 40 pages (excluding Executive Summary and Appendices).

13. Institutional Arrangements

On day-to-day support, consultation and logistics, the consultant will report to the Country Programme Manager and work closely with the Monitoring & Evaluation/reporting Officer. On milestones, including delivery of inception report, draft report and approval of evaluation report, the consultant will report to the Chief, Evaluation Unit, UN-Habitat.

14. Duty Station

The Consultant will liaise with the Country Programme Manager, Monitoring & Evaluation/Reporting Officer, UN-Habitat offices in Beirut for meetings, planning of field trips, and updates on the work progress. Otherwise, no duty station shall be specified.
## Appendix 1: Overview of UN-Habitat’s projects in Lebanon 2014-2018

<table>
<thead>
<tr>
<th>Nb.</th>
<th>Action Title</th>
<th>Objectives</th>
<th>Duration</th>
<th>Budget US$</th>
<th>Donor(s)</th>
<th>Partners</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Improving Living Conditions of Palestinian gathering Host communities</td>
<td>to strengthen the resilience of the host communities in the most vulnerable host Palestinian Gatherings by enhancing access to adequate basic urban services and improving shelter conditions.</td>
<td>2014</td>
<td>1,304,028$</td>
<td>UNDP</td>
<td>LPDC</td>
<td>Project</td>
</tr>
<tr>
<td>2</td>
<td>Enhancing the Role of Municipalities to Respond to Shelter Needs of Syrian Refugees in Mt Lebanon</td>
<td>Implementation of community support projects (CSPs) with municipalities within Mount Lebanon, affected by the Syrian refugee crisis.</td>
<td>1 January 2014 – 23 January 2019</td>
<td>348,178$</td>
<td>UNHCR</td>
<td>Union of Municipalities of Iqleem Kharroub Union of Municipalities of Al Chahar Gharbi</td>
<td>Project</td>
</tr>
<tr>
<td>3</td>
<td>community support projects (CSPs) to municipalities affected by the Syrian refugee crisis.</td>
<td>Given the current number of refugees and projections for the coming year, the need to improve basic services, infrastructural networks and service delivery capacity of municipalities will notably increase. This includes durable provision of safe water and electricity, sanitary services, waste water and solid waste management. The Project will target 5 municipalities and 3 unions of municipalities in South Lebanon.</td>
<td>2014</td>
<td>804,960$</td>
<td>UNHCR</td>
<td>15 Municipalities in South Lebanon District of Tyre</td>
<td>Project</td>
</tr>
<tr>
<td>4</td>
<td>Enhancing the Role of Unions of Municipalities to Respond to Refugees’ and Host</td>
<td>The project aims to improve access to adequate water and sanitation facilities for Syrian refugees as well as Lebanese host communities, through</td>
<td>2014</td>
<td>1,483,076$</td>
<td>UNICEF</td>
<td>Unions of Municipalities of Iqleem Kharroub Unions of Municipalities of Al Chahar Gharbi</td>
<td>Project</td>
</tr>
<tr>
<td>5</td>
<td>Communities’ Needs</td>
<td>upgrading the infrastructure and Municipal WASH structures</td>
<td>2014</td>
<td>470,000 $</td>
<td>UNHCR</td>
<td>American University of Beirut</td>
<td>Project</td>
</tr>
<tr>
<td>6</td>
<td>Housing, Land &amp; Property Issues in Lebanon</td>
<td>A research reviewing the impact of the Syrian on housing, land, and property issues in Lebanon.</td>
<td>2014</td>
<td>470,000 $</td>
<td>UNHCR</td>
<td>American University of Beirut</td>
<td>Project</td>
</tr>
<tr>
<td>7</td>
<td>Enhancing Access to Water and Sanitation in South Lebanon to Respond to Refugees’ and Host Communities’ Needs</td>
<td>Execution of water and sewage upgrading and rehabilitation projects in 12 municipalities within Mount and South Lebanon in addition to raising awareness of municipalities and refugee/host population on health risks related to improper performance and behaviors.</td>
<td>2015 – 2019</td>
<td>4,474,205 $</td>
<td>UNICEF</td>
<td>Union of Municipalities of Iqlim Kharroub Janoubi, Union of Municipalities of Sahel Zahran</td>
<td>Project</td>
</tr>
<tr>
<td>7</td>
<td>Impact of migration into cities</td>
<td>4 city profiles</td>
<td>2016 – 2018</td>
<td>200,000</td>
<td>Cities Alliance</td>
<td>Ford foundation</td>
<td>Project</td>
</tr>
<tr>
<td>8</td>
<td>Research paper on role of local governments in humanitarian response</td>
<td>Policy paper</td>
<td>2017</td>
<td>45,000</td>
<td>IIED</td>
<td>Issam Fares Institute – AUB</td>
<td>Project</td>
</tr>
<tr>
<td>9</td>
<td>Plural Security survey</td>
<td>Policy paper on non-state providers</td>
<td>2017</td>
<td>21,000</td>
<td>WOTRO</td>
<td>Clingendael Institute, Conflict Research Unit (CRU); Centre on Conflict, Development &amp; Peacebuilding (CCDP) Rift Valley Institute (RVI)</td>
<td>Project</td>
</tr>
<tr>
<td></td>
<td>Public Spaces</td>
<td>Upgrading project + AR in Bourj Hammoud</td>
<td>2017</td>
<td>100,000</td>
<td>UN-Habitat HQ</td>
<td>Municipality of Bourj Hammoud</td>
<td>Project</td>
</tr>
<tr>
<td>---</td>
<td>----------------</td>
<td>------------------------------------------</td>
<td>------</td>
<td>---------</td>
<td>---------------</td>
<td>-------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>11</td>
<td>Rehabilitation of a Public market in Tebbenah</td>
<td>Market rehabilitation</td>
<td>2018</td>
<td>80,000</td>
<td>UN-Habitat ROAS</td>
<td>Municipality of Tripoli Merchant s’ committe</td>
<td>Project</td>
</tr>
<tr>
<td>12</td>
<td>Promoting national urban policies through “neighborhood approaches”</td>
<td>Profiling and upgrading 4 neighborhoods</td>
<td>2016-2018</td>
<td>1,650,000</td>
<td>Italian Cooperation</td>
<td>Municipalties of Saida, Bourj Hammoud, Zahle, and Baalbeck</td>
<td>Project</td>
</tr>
<tr>
<td>13</td>
<td>Improving living conditions for women and youth in poor neighborhoo d</td>
<td>The establishment of a center that is considered a meeting hub for training and NGOs and cultural activities in Tripoli. Phase 2 will include: Outcome I: Targeted vulnerable population groups, women, youth and children, are able to better cope with severe social and economic challenges, through enhanced coping mechanisms, raised public awareness, and improved technical and work skills &amp; vulnerable host and refugee families have better access to adequate shelter and social &amp; basic services through the rehabilitation of communal spaces, upgrading water, storm and wastewater networks, rehabilitation and/or equipping health centers, schools, social centers, etc.</td>
<td>2017-2019</td>
<td>787,500 $</td>
<td>UN Human Security Trust Fund</td>
<td>MoSA Municipality of Tripoli Utopia</td>
<td>Project</td>
</tr>
<tr>
<td>14</td>
<td>Addressing refugees’ HLP issues</td>
<td>The HLP rights of populations affected by the Syrian crisis are</td>
<td>2017-2018</td>
<td>200,000 $</td>
<td>Ford Foundation</td>
<td>UNHCR</td>
<td>Sub-component</td>
</tr>
</tbody>
</table>
promoted and achieved through sharing of relevant information to refugees, enhancing capacities of municipalities and civil society entities as well as furthering HLP related knowledge to both refugee communities and respective landlords.

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Title</th>
<th>Expected Outcomes</th>
<th>Start Date</th>
<th>End Date</th>
<th>Funding Amount</th>
<th>Funding Source</th>
<th>Implementer</th>
<th>Lead Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Enhancing Urban Crisis Response</td>
<td>Improved wellbeing of host and refugee populations in Sabra area through neighborhood upgrading &amp; enhanced access to basic services.</td>
<td>2018</td>
<td></td>
<td>735,000 $</td>
<td>Norway</td>
<td>Municipality of Tripoli</td>
<td>Project</td>
</tr>
<tr>
<td>16</td>
<td>Addressing the Impacts of the Syrian Refugee Crisis in Tripoli and Tyre</td>
<td>Improved living conditions of Tripoli and Tyre urban dwellers including refugees and host communities, men, women and boys and girls through integrated and cross sectoral neighbourhood upgrading and improved access to basic services.</td>
<td>10 Dec 2015 – 30 Nov 2018</td>
<td>1,111,035 $</td>
<td>Swiss Development Cooperation</td>
<td>Project</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2: UN-Habitat Evaluation Manual

1) Integration of cross-cutting issues:

Cross-cutting issues need to be taken into consideration during evaluations at UN-Habitat including gender equality, youth participation, human rights and climate change. UN-Habitat is committed in guaranteeing that these fundamental principles are echoed in all programming activities and throughout the duration of the project cycle. Since 2016, all concepts and project proposals reviewed by the Project Approval Group (PAG) have been assessed and rated against compliance with cross-cutting markers. This ensures that a contextual analysis is carried out for each cross-cutting issue and that these issues may also be reflected within the logical framework1 (UN-Habitat, 2018).

Evaluation Preparation

- **Evalublility:** exercise to identify gender equality dimensions (does the project have gender equality as primary focus, or not?) and if an evaluation is needed and likely to provide useful information.
- **Stakeholders Analysis:** to identify who are the different groups in the project and why and how they should be included in the evaluation process. Possibility of positive bias, by focusing on beneficiaries only.
- **Evaluation Team:** consultant(s) should have gender balanced evaluation knowledge and experience, sector knowledge, understanding of UN mandate in gender equality, knowledge of region/country/local context and language.

Evaluation Methodology

- **Evaluation Criteria**—Gender equality can be applied to the five standard criteria (Relevance, Efficiency, Effectiveness, Impact and Sustainability) and possibility of adding equality, participation, social transformation, inclusiveness and empowerment.
- **Evaluation Questions**—Use Theory of Change (i.e., outlining the results chain and integrated with the project’s log frame).
- **Evaluation Approach and Methodology**—mixed methods approach to collect qualitative and quantitative data based on consideration of resources, adequate sample, stakeholder participation and use existing data sets and need for triangulation of data and validation of findings.
- **Evaluation Indicators**—ideally from project’s log frame of both quantitative and qualitative indicators. Specific indicators can also be created during the evaluation planning stage (in the TORs and evaluation inception report).
- **Data Collection Methods and Tools**—mixed methods approach (desk review, focus groups, interviews, surveys).
- **Data Analysis**—understanding the context of gender equality and analyze/interpret within that understanding.

---

Evaluation Report and Use

• **Evaluation Report**—Standard format for UN-Habitat evaluation reports, which include purpose and objectives, approach, findings (achievements and performance assessment of evaluation criteria), conclusions, lessons learned, recommendations.

• **Validation Process**—review process of draft reports involving key stakeholders.

• **Management Response**—accept/ not accept recommendations and implementation responsibility and time plan.

• **Dissemination Strategy**—identify users of report to decide on language and format (report and brief). For evaluation reports and briefs see [www.unhabitat.org/evaluation](http://www.unhabitat.org/evaluation).


2) **Inception Report**:

The inception phase is an essential part of the evaluation process. This phase presents an opportunity to further clarify the TOR and respective areas of uncertainty in relation to scope and expectations. It also provides an opportunity to develop a common understanding of evaluation question while clarifying the process, resource requirements, responsibilities and time schedule for deliverables. This report is a key document that serves as a road map for managing the overall evaluation process. The inception report is based directly on the TOR, the preliminary desk review of key project documentation as well as outcomes of the inception meetings between the evaluator and concerned stakeholders.

**The report includes the following:**

- Proposed methods and analysis frameworks, including theory of change
- Data collection procedures and sources
- Results of an evaluability assessment or Scanning
- Review of documentation and scoping conducted
- A work schedule with associated activities, deliverables, timetables, roles and responsibilities, as well as travel and logistical arrangements for the evaluation. The inception report should be very clear on how the evaluation team will report to and engage with the evaluation manager and management and reference groups throughout the evaluation process. The inception report should comply with UNEG Norms and Standards and the *UN-Habitat Evaluation Policy*. Table 5 is a checklist for the outline of an inception report.

**Checklist for Proposed Outline of the Inception Report**

**Section Content Header**

1. Introduction
   - Background and context
   - Purpose, objectives and scope of the evaluation
   - Theory of change

2. Approach and Methodology
   - Approach: Use of evaluation criteria and elaboration of key evaluation questions
• Methodology: Evaluation design (describe methods of data collection and analysis, potential target groups for discussion and interviews, surveys)
• Limitations to the evaluation

3. Summary of key aspects of evaluation, specifying what will be evaluated and how (well to capture in initial submission)

4. Work plan (task schedule with timing)

5. Responsibilities, logistics and support Annexes
   Annex 1: TOR
   Annex 2: List of documents reviewed
   Annex 3: (if applicable), interview questionnaire or survey questionnaire


Checklist for Outline of UN-Habitat Evaluation Report

Title Page and Opening Pages: the following information should be easily accessible in the first few pages of the report:
1. The name of the evaluated intervention and its location;
2. Duration of the intervention covered by the evaluation,
3. Month and year of the report;
4. Names and organization(s) of evaluators;
5. Official disclaimer.

Table of Contents: the table of contents should list sections with sub headings and annexes. Separate list of boxes, figures and tables should also be included.

Acronyms and Abbreviations: list of key terminology used by acronym in alphabetical order.

Executive Summary: this is a brief and concise summary of purpose, objectives and scope of evaluation, intended audience of the report, short description of methodology used to include rationale for choice of methodology, data sources, analysis methods and evaluation limitations, main findings, conclusions, lessons learned and recommendations. The summary should be a stand-alone synopsis of no more than 10 pages of the whole evaluation report, as it is the part of the report that most people with limited time will read.

1. Introduction:
The introduction should contain concise information about intervention background and context, mandate for the evaluation, overall objectives, purpose and scope of the evaluation. It should specify in brief how and by whom the evaluation is intended to be used and describe the outline of the report.

2. Overview of the Evaluated Intervention, Project or Programme:
Overview of the evaluated intervention should be as short as possible while ensuring that all important information is provided. The section should clearly describe the main characteristics of the evaluated intervention including its history and development, its theory of change (results chain) or logic model from input to output, outcome and impact, objectives and priorities, its implementation strategy and key assumptions. The budget of the intervention and timelines should be included in the section or attached in the annex for reference.

The roles and contributions of various stakeholders should be briefly described, including financial contributions from donors. Progress of the intervention should be described and key outputs delivered should be included. This section should also cover the context of why the evaluation is being done to provide an understanding of the setting in which the evaluation took place. Reference to relevant UN-Habitat programmatic documents and mandates should be included.

3. Evaluation Approach and Methodology:
This section should describe how and when the evaluation was carried out including the design of evaluation and justification of the methodology used and evaluation limitations. It should describe data collection and analysis methods, as well as evaluation criteria and evaluation questions used based on the Terms of Reference. Use of methods specified in the terms of reference and inception report should be mentioned, and if not, clearly explain why. The section should include a brief description of how gender equality aspects and (as relevant) cross-cutting issues of human rights, climate change and youth as well as environmental and social safeguards were incorporated in the evaluation. The information about process and methods used in the evaluation enable key stakeholders and users of the evaluation report to judge its reliability.

4. Main Findings:
The section should contain an objective reporting of findings, not the opinion of the evaluator, and findings should be supported by evidence.

The section should do the following:
- Assess the level of achievement of each of the expected accomplishments of the project as ‘achieved’, ‘partly achieved’ or ‘not achieved’.
- Assess each of the evaluation criteria (relevance, efficiency, effectiveness, sustainability and impact)
- Assess the gender equality dimensions of the intervention, and assess other cross-cutting issues as relevant
- Provide evidence to support conclusions and recommendations
- Be coherent and free from internal contradictions

5. Evaluative Conclusions:
Conclusions should be to the point and substantiated by findings consistent with data collected and methodology. Conclusions should add value to the findings. They should focus on issues of significance to the subject evaluated. Include a table with overview of rating of each evaluation criteria with a short justification for the rating given. The findings should consider both achievements, opportunities and challenges, and assess the overall achievement of the intervention considering positive and negative aspects.

6. Lessons Learned:
Lessons learned are generalizations based on the evaluation experience and should be well supported by the findings of the evaluation. Often the lessons highlight strengths or weaknesses in intervention
planning, design and implementation that affect performance, outcome and impact. Lessons should only be drawn if they represent contributions of value to general knowledge. The lesson learned should capture the situation or process that occurred during the project, action taken, or alternatives considered to fix the issue, and what worked well and what can be improved upon. Other information that may help other project leaders or advice to future project teams can be included.

7. **Recommendations:**
Recommendations should be firmly based on evidence and analysis. They should be specific, related to verifiable actions, identify the person or entity responsible for implementing the recommendation, practicable by bearing resources and other constraints in mind, recommendations should not contradict or seem to contradict each other, it should be clear from the recommendations what are primary concerns, which are secondary. In addition, recommendations should state responsibilities and timeframe for implementation, to the extent possible. It is advisable to keep the number of recommendations manageable, and not more than 10 to 15 recommendations.

8. **Annexes:**
Annexes should be complete and relevant. They increase the usability and the credibility of the evaluation reports. Additional supplementary information to the evaluation that should be included in annexes are:
- Annex 1: Terms of reference
- Annex 2: List of persons interviewed (if confidentiality allows)
- Annex 3: Project budget
- Annex 4: Other relevant information, such as data collection instruments and questionnaires
- Annex 5: Bibliography