

TERMS OF REFERENCE

INSTITUTIONAL CONSULTANCY/CONTRACT

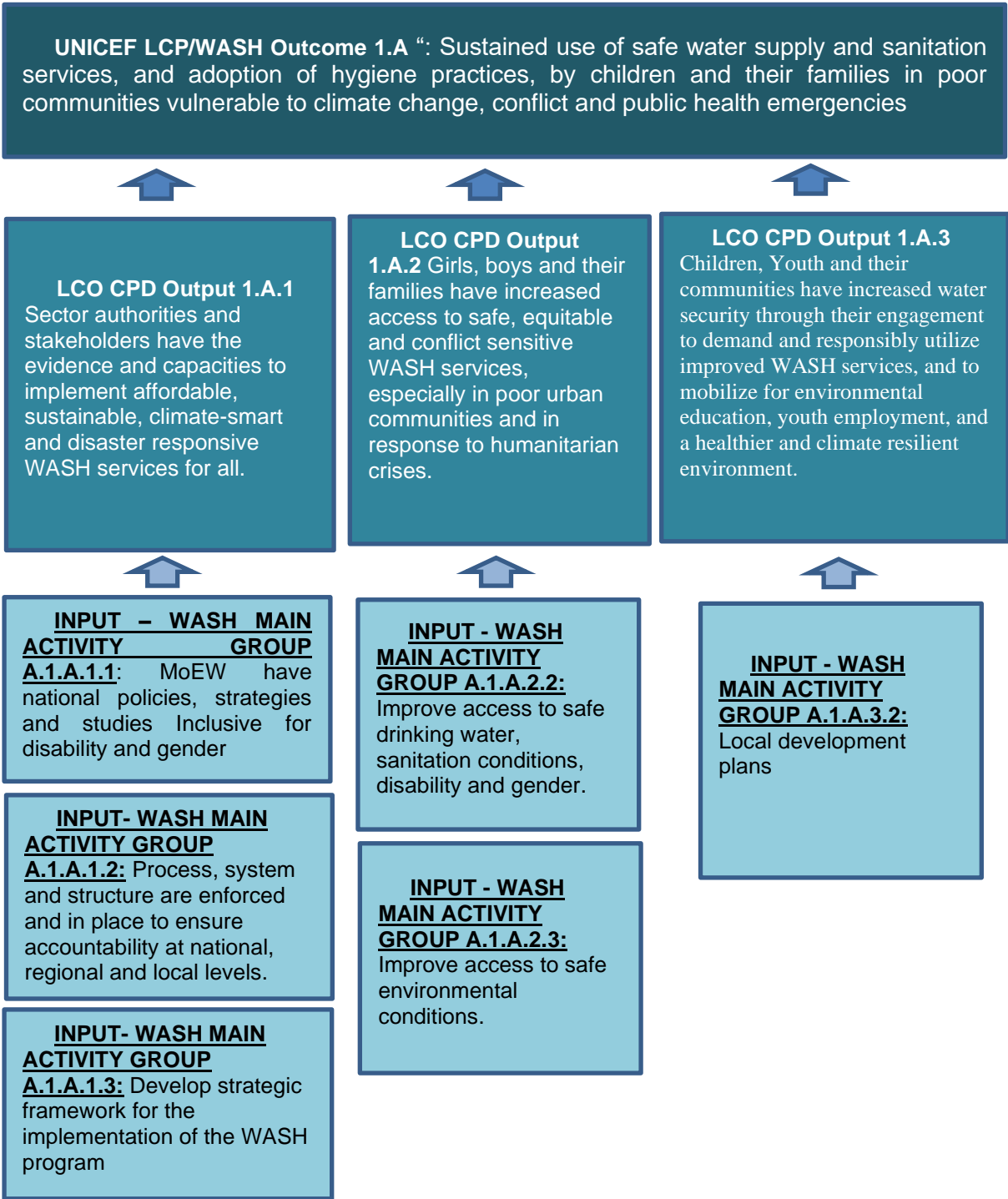
Section:	PRIME/WASH	Date:	March, 2022
Title:	Third Party Evaluation for “WASH Support to Water Establishments” Project	Duty station:	Beirut, Lebanon
Reporting to:	Research & Evaluation Officer (PRIME)	Contract type:	Open Tender
Duration:	4 months	Start date:	Mid-July 2022

Section	Content
Background	<p>In 2020, Lebanon endured multiple crises, including a massive explosion in Beirut’s port, an economic collapse, rising political instability, and the COVID-19 global pandemic. Moreover, the conflict in Syria has imposed a heavy economic, environmental, and social toll on Lebanon. The COVID-19 outbreak hit the country at a particularly difficult time of economic decline and political fragility, leading to further worsening of the socio-economic situation with direct effects on unemployment and services. The advent of the port explosions added a tremendous strain on the country’s general economy and created additional despair, loss of jobs and tensions. Amidst the unfolding tension, including the LBP losing 85 per cent of its value, poverty levels amongst displaced populations and Lebanese are sharply on the rise and have crippled people’s ability to cope. It is estimated that approximately 23.2 per cent of Lebanese have been plunged into extreme poverty but due to existing data gaps, further data is needed to fully understand the ex-tent of the situation. Some 91 per cent of displaced Syrians are living on less than \$3.8 a day¹.</p> <p>In July 2021 UNICEF warned the public that Lebanon’s water supply system is on the verge of collapse and that Lebanon’s critical water infrastructure is reaching a breaking point². Unless immediate action is taken, the public water supply networks will collapse and, directly or indirectly, eliminate access to safe water to more than four million people. The article highlighted the correlation between the decline in access to electricity nationwide and water production is at the center of the water system's rapid deterioration. Blackouts and intermittent power supplies are threatening the capacity of the water system to treat, pump and distribute water. Water providers couldn't afford to buy spare parts for maintenance or fuel for their electricity generators as they had no access to hard currency due to the collapse of the Lebanese currency against the US dollar. With the Lebanese pound’s (LBP) devaluation causing a thirteenfold increase in the cost of water provisioning and the operation and maintenance of the system, including consumables and supplies. The country’s vital infrastructures are disintegrating. While this will inevitably impact the health, welfare and finances of the entire nation of almost 6 million Lebanese, Syrians, Palestinians and other nationalities, it will be babies and young children who are especially vulnerable as water and sanitation-related diseases remain one of the leading causes of death for children under five.</p> <p>The Water Establishments (WEs) are responsible for providing water supply services to the populations in Lebanon. There are four main regional establishments: North Lebanon, South Lebanon, Beirut and Mount Lebanon, Bekaa. UNICEF has been supporting the WEs since 2011 with various types of infrastructure and other capacity improvements, including building their communication and customer relations capacity, with the aim of supporting them to become more efficient, transparent, effective and financially viable, while improving the level of service to the populations they serve. Following the deterioration of the economic conditions in the country UNICEF has been supporting essential repairs and maintenance to vital water supply equipment, to try and maintain at least a minimum level of service.</p> <p>As the Ministry of Energy and Water, together with the WEs, prepare a recovery plan for the water sector, it is timely for an evaluation of UNICEF’s support to the WEs to be carried out, as this can help guide future collaboration in support of the recovery plan, and to improve the services for all populations in Lebanon.</p>

¹ Lebanon Crisis Response Plan (2017- 2021) - 2021 update, <https://data2.unhcr.org/en/documents/details/85374>

² https://www.unicef.org/press-releases/water-supply-systems-verge-collapse-lebanon-over-71-cent-people-risk-losing-access#_ftn2

Intervention Result Framework



Purpose and Objectives

Purpose

The purpose of this evaluation is to provide an independent assessment of the relevance, effectiveness, coherence and sustainability of UNICEF support to the Water Establishments during the period of the country programme 2017-2022.

This evaluation is being conducted for the purposes of accountability (internal and to government and donors), learning and inform future programming through evidence-based planning, generating recommendations to inform the design of ongoing and future support to WE, while trying to balance between crisis response and long-term strategic support. This evaluation will also provide a better understanding about the way the crisis impacted the engagement of UNICEF with the WE, considering both pre-crisis support and modifications to the support to respond to the crisis.

Objectives

Specifically, the evaluation serves to:

1. Critically assess the overall relevance, effectiveness, coherence and sustainability of support provided to the WEs.
2. Provide lessons learned about the challenges and success factors of the support provided to the WEs.

	<ol style="list-style-type: none"> 3. Provide an understanding about the way the crisis impacted the engagement of UNICEF with the WE, considering both pre-crisis support and modifications to the support to respond to the crisis. 4. Assess the design, implementation approach and management arrangements that have contributed to or impeded achievement of results, allowing for learning from success and failures. 5. Identify learning and implications, from both ‘successes’ and ‘failures’, that can inform the provision of future support to the WEs, and municipalities when relevant, in connection with the recovery plan. 6. Provide recommendations about ways to balance between crisis response and long-term strategic support.
Intended users	<p>The target audience and main users of the findings of the evaluation will be:</p> <ul style="list-style-type: none"> • The Four Water Establishments • The Ministry of Energy and Water • Municipalities • UNICEF donors, including European Union, KfW, Switzerland • Other key sector stakeholders, including USAID, AFD • UNICEF WASH Programme in Lebanon • WASH Sections in UNICEF Regional Office and HQ
Scope	<p>The evaluation will consider all support provided to the WEs during the period of the current country programme 2017-2022. This includes the following:</p> <ul style="list-style-type: none"> • Engagement with the 4 regional water establishments (Bekaa WE, Beirut Mount Lebanon WE, South Lebanon WE, North Lebanon WE),). • Precrisis and crisis response • Infrastructure improvements, such as new reservoirs, spring catchments, solar energy installations, pipelines, covering both water and wastewater services • Essential repairs and maintenance initiated following the economic crisis. • Support to WEs communications and customer service • Engagement with municipalities, in particular the pilot work with the Union of Municipalities in South Beirut. • Support to other capacity building initiatives, including staffing and any equipment provision such as for IT <p>The evaluation will also consider the results of the support from the perspective of the municipalities and the water services customer/consumer, as well as the ministry of energy of water as relevant</p>
Evaluation criteria and key evaluation questions	<p>The key questions for this evaluation were formulated mainly based on the OECD DAC criteria of relevance, coherence, effectiveness, sustainability, and gender. Gender and equity will be mainstreamed in all the criteria selected and in line with the UNEG guidelines on gender and human rights.</p> <p>These criteria will best inform the key evaluation questions. Discussions will be held with the evaluation team during inception phase and depending on evaluability, for inclusion of any other criteria that could help to deliver a high-quality evaluation.</p> <p>Relevance:</p> <ul style="list-style-type: none"> - Q1. How relevant is the support to WE to the provision of water and wastewater services to populations in Lebanon? <ul style="list-style-type: none"> o To what extent does UNICEF interventions with Water Establishment support the latter in responding to the need of vulnerable population and children? How? o How aligned is UNICEF’s support to WEs with global priorities (UNICEF strategic plan, SDGs, and core commitments to children), and with to the country context, and its government priorities? o To what extent do the project results contribute to the achievement of UNICEF LCO child survival outcome 1 “Sustained use of safe water supply and sanitation services, and adoption of hygiene practices, by children and their families in poor communities vulnerable to climate change, conflict and public health emergencies”. o To what extent has UNICEF been able to adapt its WASH strategies to changes in needs and priorities caused by changing in country context? <p>Effectiveness:</p> <ul style="list-style-type: none"> - Q2. To what extent was the support provided to the WEs successful in maintaining and improving water services to populations through viable and effective WEs?

- Did the implemented solution maintain and/or improve water and wastewater services to the populations in Lebanon? How?
- Did the implemented solution contribute to maintaining the viability and effectiveness of the WEs? How?
- What were the challenges faced in implementing the solution? what are the enabling factors of success and the lessons learned from implementation?
- Were the critical components of the work consistent with what was planned, and if not, what changes were made and why?
- To what extent was the collaboration with municipalities, in particular the Union of Municipalities in South Beirut, successful improving water service?

- **Q3.** To what extent was the support to the WEs able to build institutional knowledge and strengthen the capacity of the WEs to become technically and financially viable entities? What are the lessons learned in the process?

- **Q4.** Did project activities show signs of creating unintended positive or negative outcomes? If yes, which activities contribute to this?

Efficiency:

- **Q5.** Is the implemented intervention the most efficient one, compared to alternatives, in achieving the desired result?

- To what extent are the costs of the intervention justified, given the changes/effects it has achieved? to what extent are those costs proportionate to the benefits it has generated?
- To what extent were services provided in time and results achieved within an appropriate time period?

Q6 To what extent was UNICEF able to effectively collaborate and coordinate externally with key stakeholders, and leverage existing partnerships, to ensure efficient use of existing resources for WEs support?

Coherence

- **Q7.** How does UNICEF's support to WEs fit with the work of external partners (global partners, regional partners, government, partner programmes/interventions)?
- **Q8.** Through its different types of support to WE, to what extent was UNICEF able to balance between crisis approach, and a long-term development approach? How? What were the challenges and success factors?

Sustainability:

Q9. To what extent has the support to the WEs had a positive impact on the sustainability of the WEs? What are the conditions to maintain their sustainability?

- How do the infrastructure improvements contribute to improving the sustainability of the WEs?
- How has the support to essential repairs and maintenance helped maintain the ability of the WEs to provide services? What are the prospects once this support is discontinued?
- To what extent has support to communications, customer relations and other capacity building of the WEs contributed to their sustainability?
- To what extent is the support to municipalities, in particular the Union of Municipalities in South Beirut, likely to be sustainable in term of improving water services?

Gender & Human Rights:

Q7. To what extent has this initiative's design and implementation taken gender into consideration?

- To what extent are project objectives and activities aligned with UNICEF's strategy, especially on equity, gender, and human rights aspects?
- To what extent are the equity and gender aspects present in the design and implementation phases of the projects? What were the related constraints faced and what were their solutions?

<p>Evaluation approach and Methods</p>	<p>Design: This summative evaluation is expected to use a non – experimental design, drawing from ‘theory-based’ approach; The evaluation will use the project logic (or reconstruct it) as its analytical framework for data collection and analysis in the form of result areas to collect data on, and hypotheses on the validity of the Theory of Change (TOC). The evaluation will use a mixed method approach to answer the evaluation questions, with multiple methods, both qualitative and quantitative, and several data sources to ensure that data is sufficiently triangulated to deliver aggregate evaluation outcomes. The details of the evaluation approach, including methods and design, will be further discussed, and negotiated with the evaluators during the inception phase.</p> <p>Methodology: Mixed methods, using both qualitative and quantitative data. The qualitative methods include conducting key informant interviews (KIIs), group interview (GIs), and focus group discussions (FGDs), in-depth secondary data analysis of UNICEF and stakeholders’ documentation, and direct observation through field visits to the WEs. The quantitative methods will focus on the technical performance, cost and quality of the WEs services following UNICEF support, and will consist of primary data collected during the field visits, supplemented with secondary quantitative data shared by UNICEF (project budget, performance monitoring indicators), as well as quantitative data available from Water Establishments monitoring records that informs key aspects of this evaluation and be used in triangulating primary data.</p> <p>The equity and gender aspects will be present in the implementation phases of the qualitative component (FGD) to highlight the overall vulnerability of women and children.</p> <p>The methodology to be deployed is detailed below:</p> <ul style="list-style-type: none"> • Secondary data: This will include desk review of key project documents and relevant studies and assessments, analysis of data from reports, budgets, studies and technical data from the project documents from MoEW, Water Establishments, Municipalities and others. UNICEF will provide all required documents related to the project. • Primary data collection through both qualitative and quantitative methods. <p>Qualitative data collection methods should be balanced based on type of information and evaluation questions; these could include:</p> <ul style="list-style-type: none"> o Focus group discussion with local partners, beneficiaries, other key stakeholders. o Key informant interviews and group interviews with key stakeholders’ including UNICEF Partners, WEs, MoEW, relevant municipalities, community members, and other stakeholders. o Direct observation: field visits to WEs and other sites where support is provided. Primary quantitative data related to the technical performance and quality of WEs services will be collected during field visits. <p>Following the desk review, the evaluation team will elaborate and fine tune the methodology during the inception phase as deemed necessary.</p> <p>The following Gender considerations will be taken into account:</p> <ul style="list-style-type: none"> o Key informant Sex and age disaggregated indicators will be incorporated to monitor progress on WASH. o The evaluation team, involved in data collection should be gender balanced, with the division of responsibilities as equally divided as possible. o The evaluation team will ensure that locations for FGDs are easily accessible for female participants and individuals with disabilities and that the date and time for FGDs will be set so as not to interfere with women/girls, men/boys’ routines. Same-sex focus group discussions are generally more valuable as women/girls may feel more comfortable speaking about certain topics without the presence of men. Female moderators will be assigned to female participants in the FGDs. o Disclosure of incidents might occur during the field work; thus, the evaluators will undergo a training held by UNICEF on handling disclosure and safe referrals to mitigate for such incidents. o The evaluation team is expected to abide by the protocols provided by UNICEF through the training. o The final report should include a clear gender analysis of the impact of gender roles and norms on the drivers of the intended behaviors.
<p>Ethical Considerations</p>	<p>The evaluation shall be carried out in accordance with the ethical principles and standards defined by the United Nations Evaluation Group:</p> <p>Confidentiality: The assessment must respect the rights of the persons providing information, guaranteeing their anonymity and confidentiality.</p> <p>Accountability: The report should identify any conflicts or differences of opinion that may have arisen between the consultants and/or between the consultant and those responsible for the programme component regarding the</p>

findings and/or recommendations of the evaluation. The entire team must confirm the results presented, with any disagreements to be indicated.

Integrity: The evaluator will need to highlight issues not specifically identified in the Terms of Reference, in order to obtain a more complete analysis of the program component

Independence: The evaluation team must ensure that it remains independent of the program under evaluation, and should not be associated with its management, implementation or any other element of it.

Incidents: If problems arise during fieldwork, or at any other time during the evaluation, they should be reported immediately to the Evaluation Manager. If this is not done, the existence of such problems can in no way be used to justify the impossibility of achieving the results foreseen by UNICEF in these terms of reference.

Validity of information: The consultant must ensure the accuracy of the information collected during the preparation of the reports and will be responsible for the information presented in the final report.

Intellectual property: Using the different sources of information, the consultant must respect the intellectual property rights of the institutions and communities consulted.

Submission of reports: If the submission of reports is postponed, or in the event that the quality of the reports submitted is significantly lower than what has been agreed, the sanctions provided for in these terms of reference will apply.

The evaluation consulting firm should adhere to the following UNEG and UNICEF norms and standards and is expected to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal. Copies of all these documents will be provided upon request:

- United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System
- United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, including impartiality, independence, quality, transparency, consultative process
- Ethical Guidelines for UN Evaluations and the UNICEF procedure for ethical standards in research, evaluation, data collection and analysis will guide the overall process
- UNICEF adapted evaluation report standards and GEROs
- The evaluation should incorporate the human rights-based and gender perspective and be based on results-based management principles and logical framework analysis, in compliance with UNEG guidelines on gender and human rights.

The evaluation team is required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal. Owing to the envisaged participation of human subjects in the evaluation, the evaluation team should seek ethical review board approval either from a recognized Institutional Review Board in Lebanon or via UNICEF's LTA for ethical approval.

Report Structure

The report should be written in a style accessible by the general audience and within a 50-pages limit. The executive summary should not exceed 5 pages, while including a summary on each section of the report and being aligned with the structure of the full report. The report should be both in English and submitted electronically in Word MS format. The structure of the report should be logical and succinct (e.g., background and objectives before the findings and findings are presented before the conclusion). The research team is expected to submit two reports, one in English and another one in Arabic. The following order could be adopted for the report:

- I. Table of contents, list of annexes/figures/tables, etc.
- II. List of Acronyms
- III. Executive Summary (2 – 5 pages)
- IV. Introduction & Background
- V. Methodology
- VI. Limitations
- VII. Ethical Considerations
- VIII. Results, Discussion, & Recommendations
- IX. Conclusion
- X. Annexes

The report should be written in a style accessible by the general audience and within an 50-pages limit. The executive summary should not exceed 5 pages, while including a summary on each section of the report and being

aligned with the structure of the full report. The report should be both in English and submitted electronically in Word MS format.

Timeline & deliverables

Activity	Deliverables	# of Days
Inception phase	<ul style="list-style-type: none"> Draft inception report Presentation to reference group Final inception report. 20% payment 	15 days
Data collection Phase	<ul style="list-style-type: none"> Post data collection debrief; validation workshop with stakeholders for presentation of main findings and recommendations (30% Payment) 	26 days
Analysis, triangulation, and report writing	<ul style="list-style-type: none"> Draft evaluation report Final report meeting UNICEF quality standards and completed comments matrix (50% Payment) 	22 days

Total duration is **63 days**.

The evaluation team must provide the following products electronically (details and duration will be specified at the inception meeting):

1. **Inception report** which will describe the detailed intervention methodology, articulated around the following points (maximum 20 pages + annexes):
 - Reflection on the Terms of Reference including a clear commitment to be able to answer the evaluation questions within the time and budget mentioned.
 - Confirmation of the purpose of the evaluation, as well as the scope, and the objectives of the evaluation
 - Additional context to the one mentioned in the ToR if applicable
 - Confirmation of the evaluation criteria and questions refined from the literature review and preliminary interviews
 - Methods of data collection, including sampling and consideration of ethical considerations
 - Data analysis methods
 - Evaluation matrix showing for each evaluation criterion and question, the collection methods and corresponding data sources. Including a clear statement on how success will be judged in the sub-questions.
 - Limitations of the evaluation and mitigation measures
 - Indicative work plan
 - Proposed structure for the final report in line with UNEG and UNICEF standards
 - Appendices: list of key documents reviewed, set of proposed tools for data collection, list of key informants and sites to visit
2. **PPT presentation of the main preliminary findings and conclusions** to the Key Stakeholders; this presentation will be discussed during the mini workshop to report the results of the evaluation towards the end of the field mission. The PPT presentation will also be updated and submitted at the same time as the final report.
3. **Draft report** presenting all the findings of the evaluation. This report will be the subject of several iterations between the evaluation team and UNICEF until the content of the interim report is in line with UNICEF evaluation report standards and GEROS. Each finding, conclusion and recommendation should be numbered and the link between them should be clearly explicit in the conclusions and recommendations section.
4. **Final report**, of no more than 50 pages integrating all the comments. The evaluation report must comply with the UNICEF standards for evaluation reports. The report will be subject to a detailed and in-depth quality review by the UNICEF country office and the regional office.
5. **Completed Comments matrix** either accepting or rejecting with a valid rationale all comments made on the draft report.
6. **Raw data**, including data collection instruments, electronic transcripts, complete data sets, etc.

	<p>7. Dissemination materials for external audience, that include an infographic poster, a policy brief (when applicable) or any other tool for disseminating main conclusions and recommendations of the evaluation.</p>
Payment schedule	<p>Payment 1: 20% after completion of 1st deliverable (submission of inception report)</p> <p>Payment 2: 30% after completion of 2nd deliverable (submission of data collection debrief and analysis tabulations)</p> <p>Payment 3: 50% after completion of 3rd deliverable (final study report and presentation)</p>
Dissemination plan	<p>Make the reports of fully accessible to all organizations that might make use of them. Ensure the widest possible dissemination of results by calling discussion meetings with donors, ministry officials and community leaders, and by ensuring press coverage of these meetings.</p> <p>In addition to the formal evaluation report, other knowledge products and processes will be used to optimize the dissemination and make findings more readily available. These include other written materials such as:</p> <ul style="list-style-type: none"> - Uploading the report to UNICEF’s Evidence Information System Integration (EISI) - Evaluation Brief - Roundtable with stakeholders - Other platforms, where relevant. <p>The findings can also be shared through activities such as presentations at meetings, at workshops and in existing communities of practice, and for webinars. Such presentations can even be recorded and shared more widely, for example, through YouTube or Vimeo.</p>
Timing	June to August 2022
Reporting Requirements	<ul style="list-style-type: none"> - The Contractor will regularly update UNICEF Lebanon Research & Evaluation Officer on the progress of the evaluation to ensure that the analysis represents the needs and expectations of UNICEF. - The reports will be electronically submitted to the Research & Evaluation Officer. - All deliverables are expected to be in accordance with the terms of this contract as described in the section on Scope. - The final report must adhere to standards of evaluation report as outlined in <u>UNICEF-Adapted UNEG Evaluation Report Standards</u>. - All the products developed during the course of this consultancy must comply with the standards of research integrity, i.e., plagiarism- free. - The final report will be submitted in the evaluation database Evidence Information System Integration (EISI). The Global Evaluation Reports Oversight System (GEROS) will report on the quality of the evaluations, by reviewing and assessing the quality of final evaluation reports commissioned by UNICEF Offices. The quality of the evaluation report is then reported to senior management mainly through three channels: a) annual report of the EO Director to the Executive Board; b) the Global Evaluation Dashboard, and c) inclusion of this information in the Global Evaluation database.
Management arrangements and quality assurance	<p>Evaluation Manager: To ensure independence of the evaluation, the Evaluation Specialist of UNICEF Lebanon will be the overall manager of the evaluation. The manager will ensure compliance with UNICEF norms and standards as well as compliance with quality standards. He/she will be the UNICEF focal point for the evaluation team and will be responsible for document validation. He/she will also ensure that the evaluation reference group is informed of the status of the evaluation.</p> <p>Evaluation Quality Control will be conducted through a review of terms of reference, methodology and reports and will be carried out by the Evaluation Manager in coordination with the Evaluation Reference Group (ERM) and the UNICEF Regional Evaluation Advisor.</p> <p>Reference Group will be established, and will include UNICEF programme staff, implementing partners, government, and representatives of right holders. It will endorse the Terms of Reference, the Inception Report and participate in the preliminary findings workshop.</p> <p>UNICEF WASH Section will ensure that all documents needed for the evaluation are available and provide timely feedback to the evaluation manager.</p>

Profile Requirements

The evaluation will be carried out by an external evaluation firm with solid expertise and experience in the Water sector. The Company must have expertise in conducting similar evaluations on WASH programmes or similar for organisations operating in the international development sector. The selected firm should have a good knowledge of the Lebanon context and the sector.

To carry out this evaluation, the firm is expected to put together an evaluation team composed of a maximum of 5 team members, including at least the following of a Team Leader, WASH expert, and data analyst. The Team Leader will be primarily responsible for the evaluation, and team members will work closely together to co-produce and implement an appropriate methodology and approach for answering evaluation questions and achieving results expected. The Evaluation Team is expected to be mixed in teams of gender and cultural backgrounds, where at least one of the team members has expertise on gender.

Team Leader, Consultant, Evaluation Expert; The Team Leader will coordinate the evaluation team and ensure the design of the evaluation, the steering of the evaluation process, quality assurance and delivery of the evaluation report in close collaboration with the other members of the team.

He/she must have the following profile:

- Advanced university degree in Evaluation, Economics, Public Policy or Social Sciences or similar relevant fields, with a minimum of 10 years' experience in carrying out evaluation in the sector;
- At least ten years of professional experience in evaluations with strong evidence of understanding global standards, theories, models and methods related to evaluation;
- Proven experience in designing, leading and conducting evaluations of similar scope in the context of developing programming, which involve critical analysis of organizational strategies and strategic positioning;
- Relevant working experience preferably in leading WASH-related evaluations, not only on specific interventions but also on WASH systems.;
- Relevant experience in data collection, qualitative and quantitative data analysis techniques;
- Knowledge in new methods of knowledge management and production
- Familiar with facilitating working groups, including supervising a research team;
- Relevant experience in gender assessments and gender sensitive/ responsive programming
- Knowledge of the UNICEF/UN programming;
- Excellent written and oral communication skills in English.

WASH expert (s) will provide technical expertise on WASH services and systems in the various stages of the evaluation. She/he will ensure that evaluation design, methods and tools are adapted to the WASH system in Lebanon; contribute to data collection as needed and ensure that the final evaluation report, including recommendations, accurately reflects the local governance context in Lebanon.

He/she will also contribute to the different stages of the evaluative process and must have the following profile:

- At least master's degree in in engineering, public health or equivalent;
- A minimum of seven years of experience working in the water and sanitation field including emergency response, planning, and implementation of programmes and/or action research in the sector;
- Excellent understanding of water sector issues in the country, preferably experience in working with the water authorities of the country
- Good knowledge of WASH sector programmes as well as in-depth knowledge of WASH systems in Lebanon;
- Availability throughout the consulting period;
- An ability to work in a team;
- Experience working in other countries of the sub-region is an asset;
- Excellent oral and written skills in English or Arabic is mandatory.

Data analyst(s)/Research Assistant(s) will play the role of technical support and support to the Team Leader and the entire evaluation in the design of collection tools, collection, processing, analysis of quantitative data and preparation of the report.

He/she must have the following profile:

- University degree in statistics, or other fields relevant to the consultation.
- At least 2 years of experience in the field of evaluation of development programmes and projects.
- Good skills in methodology for collecting, processing, and analyzing quantitative or qualitative data.
- Good command of data collection by digital means.
- Good command of sampling methods and techniques.
- Good knowledge in the follow-up of studies and research.

- Perfect mastery of computer tools (spreadsheet, word processing, statistical software) including digital data collection tools; OR
- Good command of qualitative data analysis software such as ATLAS Ti, SPHINX PLUS;
- Expertise in quantitative and qualitative research methods and evaluation methods based on gender, equity and human rights;
- Good ability to adapt to the flexibility of working time;
- Good oral and written communication skills in Arabic, teamwork, and facilitation of participatory processes.

Mixed teams of national and international consultants involving women are strongly encouraged. The firm is free to integrate within the evaluation team other local human resources to facilitate the conduct of the evaluation, particularly exchanges with the beneficiary communities of the project and the collection of quantitative and qualitative data.

The evaluation team will be responsible for all technical aspects of the evaluation, under the guidance of the steering committee and the evaluation manager. The Team Leader will lead the team and be responsible for carrying out evaluation activities at all stages, from methodological design to the presentation of results to the course of workshops through data collection, report writing. He/she will have to report periodically on the progress of the work to the evaluation manager. He/she will guarantee the quality of the expected products.

Technical and Financial Evaluation Criteria

I. Technical evaluation Criteria:

1. Overall Response: Completeness of response Overall concord between requirements and proposal, with clear methodology and approach based on understanding of the research requirements. (5 points)
2. Evidence on previous experience in undertaking evaluations for Water sectors, and WASH in emergency projects. Knowledge of the Lebanese context (Lebanese communities, Palestinian refugees, and Syrian refugees in Lebanon), and familiarity with the local water authorities Two previous evaluation reports for similar projects to be submitted. (25 points).
3. Methodology/approach to project demonstrating how you will answer the evaluation questions; Proposed timeline and milestones; evaluation matrix, Project dependencies and assumptions; Project implementation and work plan showing the detailed sequence and timeline for each activity and days necessary for each proposed team member. (20 points)
4. Clear mechanisms to ensure gender dimensions, contextual, age related, and disability factors are explored and considered. Clear description of anticipated or actual ethical issues as well as measures and methods to address or mitigate against these issues (5 points).
5. Details of the proposed team for the assignment including the following information (10 points):
 - Title/Designation of each team member on the project
 - Educational qualifications and professional experiences
 - Previous experience in working on similar project and assignment- List all similar projects they worked on and their roles on those projects
6. Demonstrated experience in writing logical and succinct reports, similar to the ones mentioned in the ToR, English is a must. Two published reports to be submitted. (5 points)

Technical evaluation is composed of 70 points.

Minimum successful score for the technical evaluation is 49 points

II. Financial Evaluation criteria:

- Only bidders obtaining the minimum pass mark in the technical evaluation (49 points) will be considered for the financial evaluation.


Financial evaluation is composed of 30 points. The lowest financial offer will obtain 30 points.

Detailed tasks and estimated duration

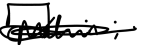
Activities	Duration (Days)	Team Leader, Evaluation	Team member 1	Team member 2
		Working days		
I. Inception Phase	15 days	15 days	12 days	8 days
Signature of the contract		-	-	-
Initial meeting with evaluation manager		1 day	1 day	1 day
Review of the literature, and preliminary interviews		5 days	5 days	1 day

Evaluation matrix validation workshop and formalization of headings		1 day	1 day	1 day
Development of data collection tools		2 days	2 days	3 days
Submission of the draft inception report		4 days	4 days	1 day
Revision of the inception report based on the comments		2 days	1 days	1 day
II. Data collection phase	26 days	26 days	25 days	25 days
Meeting with UNICEF staff and other stakeholders		3 days	3 days	3 days
Field visits (and updating the evaluation manager regularly on the progress of work by Whatsapp, Tel, email, etc.)		15 days	15 days	15 days
Post data collection debrief		1 day		
Data processing and analysis		5 days	5 days	5 days
Meeting + PPT presentation of preliminary conclusions		2 days	2 days	2 days
III. Report Writing Phase	22 days	22 days	22 days	15 days
Drafting of the interim evaluation report		13 days	13 days	10 days
Submission of the Interim Evaluation Report (Draft 0)		1 days	1 days	-
Submission of the revised version of the report (Draft 1) incorporating the comments of the ERG.		2 days	2 days	1 day
Submission of the final version of the report incorporating comments Reference group and key stakeholders		2 days	2 days	2 days
Workshop to disseminate results		4 days	4 days	2 days
Total number of days	63 days	63 days	61 days	50 days
Budget	\$100,000			
Funding source	2490/A0/07/201/002/001 SM189910 (Amount of 26,127.21) 2490/A0/07/201/002/001 SC189906 (Amount of 73,972.79 USD)			

PREPARED BY:


31/05/2022
Tamara Nasserredine, Evaluation Officer

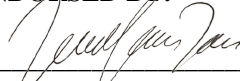
REVIEWED BY:


01/06/2022
David Muhia, Supply & Logistics Manager


REVIEWED BY:


Programme Section Chief
Paul Edwards, Chief of WASH, 31/05/2022

ENDORSED BY:


Zarak Jan, Chief of PRIME

APPROVED BY:


Ettie Higgins, Deputy representative