**Annex I - Terms of Reference**

**Project title:** UNDP Strengthening Local Capacities for Resilience and Recovery Project (Top-Up)

**Description of the assignment:** Supporting the Creation of Small Businesses and Strengthening the Livelihoods of affected population in Kikla through Asset Recovery

# Country/place of implementation: Libya, municipality of Kikla

**Beneficiaries:** from 80 to 120 households

# Duration of assignment: 7 months

# Scope of work. expected outcomes, outputs and activities

The project will take place in Kikla responding to the needs of returnees, and people who have remained in conflict areas, and lost their economic opportunities.

The organization that will implement this project needs to develop and submit a proposal with a clear approach, methodology, implementation and monitoring plan, budget and other relevant strategies (such as accountability to communities, inclusive beneficiaries’ targeting, defining relevant assets linked to livelihoods) to be able to cover the scope of work and deliver quality results.

**Expected Outcome:**

Access to sustainable income generating activities and livelihoods is increased in Kikla through asset recovery.

# Output #1. Implementation design is prepared.

*Activities:*

* + Conduct rapid livelihoods assessment and define the commonly used economically productive assets (use public studies in target municipality on the asset needs for livelihoods assistance, if available).
  + In consultation with UNDP, set-up community platforms (in collaboration with community leaders and local authorities where there is equal representation of inhabitants) to enable a feedback and accountability loop between beneficiaries and the project management team.
  + Prepare a beneficiary selection criterion (exemplary vulnerability criteria in relation to socio-economic status and potential economic opportunities) with focus on women and female headed households, youth and people with disabilities, and define the target beneficiaries’ sub-groups in consultation with local authorities and UNDP Libya;
  + Develop a complete workplan/timeline for the assignment implementation, including a description of the method and the mechanism of providing assets with secured supply of identified assets generating income for the vulnerable population;
  + Define and verify the target beneficiary group using the previously prepared selection (vulnerability) criteria;
  + Conduct skills needs assessment to establish asset value needs of each beneficiary according to their business activity proposal;
  + For direct assets purchase, identify suppliers of a range of assets including, and agree on a distribution modality depending on economic activities identified in Kikla;
  + Prepare visibility, communication materials, including banners with logos, beneficiary information sheets;
  + Develop proposal template for the community to participate in Asset Recovery programme;
  + Develop a risk assessment method and risk mitigation plan;
  + Sign framework agreements with stakeholders, partners;
  + Define a monitoring framework (set up indicators to be monitored related to activities) and conduct a baseline survey,

*Expected execution timeframe 60 days after the Agreement starting date****.***

# Output #2. Completed targeting and selection process.

*Activities:*

* + Launch the call for proposals in the community for economic projects;
  + Organize meetings, or use other methods of engagement to ensure enrollment and interest of the potential beneficiaries – in the municipalities;
  + Select the beneficiaries using the previously prepared selection criteria and through the evaluation of the applications using the evaluation criteria submitted and cleared by UNDP;
  + Acquire assets to be distributed throughout the project;
  + Design training curriculum for business training;
  + Sign contracts with beneficiaries incorporating risks mitigation strategy and standard practices for asset maintenance, troubleshooting, theft.

*Expected execution timeframe 90 calendar days after the Agreement starting date****.***

**Output #3:** Asset recovery in-kind mechanism implemented for 80-120 returnee households pursuing to re-establish or start new income generating activity

* + Procure and distribute livelihoods support packages: assets selected for each economic activity;
  + Provide relevant business training for beneficiaries in groups of assets and lines of economic activity;
  + Monitor the compliance to the signed agreements.

*Expected execution timeframe 180 calendar days after the Agreement starting date****.***

# Output #4. Evaluation of the project completed.

*Activities:*

* + Undertake a final evaluation including measuring the immediate impact of the project;
  + Final Report Document including sharing the lessons learned.

*Expected execution timeframe 210 calendar days after the Agreement starting date****.***

# Recommendations to the methodology

# Recommendations on the team composition:

The project team is required to have the minimum setup as:

# Project Manager:

* Bachelor’s or Master’s degree in Economy, Public Administration, Law, Management or related field;
* Minimum three years of professional experience in project management;
* Minimum three years of experience in implementing projects/programmes in livelihoods, or other economic empowerment initiatives or any related projects;
* Excellent knowledge of English.

# Activity Supervisor or Area Manager:

* Bachelor’s or high school degree in Economy, Engineering, Management or related

field;

* Minimum two years of experience as local coordinator, monitoring field activities with vulnerable groups;
* Experience in the field management of Asset Recovery through distribution-in-kind or Cash grants is a strong asset;
* Excellent knowledge of Arabic. English is a strong asset.

# Administration & Finance Staff:

* + Bachelor’s (or high school) degree in Economy, Public Administration, Law, Finance or related field;
  + Minimum two years of experience in administrative work;
  + Excellent knowledge of Arabic, and English will be a strong asset.

# Monitoring and Evaluation:

* + Bachelor’s or high school degree in Economy, Statistics, or Public Administration;
  + Minimum two years of experience in working with Monitoring and Evaluation frameworks.
  + Excellent knowledge of Arabic, and English will be a strong asset.

# Recommendations on livelihoods assessment:

At the design phase for an emergency livelihoods project that uses an assets recovery approach, the need for a livelihoods assessment is essential for three main reasons:

* Ensure contribution to the restoration of the community market that was affected by the conflict, displacement and return, damaged and lost assets, and skilled labour displacement or migration.
* Ensure contribution to the market supply in a way that responds to the market demands without doing damage to the market mechanisms or affecting the existing market actors.
* Identifying gaps in certain value chains, across which, support to assets and tools recovery would be of help to market restoration.

# Recommendations on the assets and value ranges:

The economically productive assets may include, but not restricted to, productive machines, tools, livestock, goods and supplies, that were lost along the displacement journey, or need to be recovered upon return, to help returnees to resettle. Assets categories mentioned above can be explained with examples below:

* Machines and tools may, for example, include tools that can help a carpenter, a construction contractor, an electrician, a plumber or a painter across a construction value chain, or even a tailor, an ironer, a hairdresser or a welding professional, who need to resume their skilled labour work as producers and service providers.
* Machines and tools may also include hand tools for agricultural labourers, a fridge, or a manual processing unit for vegetables, dates, or olive oil production, that farmers used to have at home as productive assets for food processing and storing.
* Livestock are another type of lost assets, such as sheep and goats, or poultry. Supporting female or male farmers in restocking their lost flocks or chicken that they had to sacrifice during their displacement journey.
* Small traders also face the displacement crisis of lost assets such as installations in their shops, goods and supplies that they used to trade in, and have otherwise lost during their displacement journey.

Although the asset selection is based on beneficiary preference and relevance to income generation activity, however, all assets must be studied in line with related risks and safety measures.

The asset values should be defined within the range of US Dollars 1,000 to 4,000.

# 2.4 Recommendations on the selection of beneficiaries:

The Responsible Party should follow the defined household eligibility criteria which are meant to minimize beneficiary exclusion and should be used to prioritize vulnerable households. The priority beneficiaries include:

* A skilled labourer who had clients and now cannot provide them with products and services because of lost assets;
* Having existing assets that were broken or lost because of the crisis, such as an empty shop that they need to restock, broken machine that they need to repair;
* Youth and Women.

### With youth at particular risk of economic marginalization, it is especially important to target youth in intervention, providing a protective environment by which they can earn a livelihood, especially youth that may be the head of their household. The project is also an opportunity to provide on-the-job training and experience. This approach addresses the personal element of young people becoming problem solvers and engaged citizens, the education element of providing opportunities for training and skills development, the employment element of connecting to work opportunities, and the enterprise element of fostering an enterprise mindset. The Libyan Labor Code stipulates that children under 18 are not permitted to be employed.

The Responsible Party should propose a strategy of engaging not less than 30% women or women-led households, and options to promote participation of female in economic activities.

The intervention of assets replacement should prove feasible in terms of income increase and profitability to the beneficiaries. the interested applicant also needs to have a viable business in community demonstrating market demand.

# 2.5 Recommendations on the business training:

The most important element in the entire assets support programme is to ensure the income productivity aspect of the proposed assets by the beneficiary. This requires providing close support to beneficiaries in the selection of assets in the form of coaching, advisory services in terms of market research, the relevance of the assets with emerging demands, end market preferences, and sales potential. There might be cases where groups of beneficiaries in the same area may propose the same type of assets which would not lead to any income generation for the family.

The training topics include:

* Introduction to small businesses, labour and types such as production, trading and service provision, and how to select a suitable business idea to the beneficiaries’ skills, assets and relations;
* A feasibility study, to help beneficiaries to prepare business plans and ensure they plan for a profitable business;
* Marketing and selling, which would help beneficiaries develop the optimal marketing mix of product, price, place and promotion; and
* Bookkeeping, to help asset recovery beneficiaries keep a record of their costs and income, differentiate their home expenses from their small business expenses, and ensure proper enterprise management of their businesses.

# 2.6 Recommendations on the communication and visibility:

The communication plan by the Responsible Party should include activities to record stories through pictures, videos, and case studies.

1. **Schedule and payment plan**

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| --- | --- | --- | --- |
| **Activity** | **Deliverables** | **Anticipated date of completion** | **Payments** |
| Output #1. Implementation plan prepared | Submit Inception Report, including workplan, a beneficiary selection criteria, a risk  assessment, the asset distribution or grant payment modality,and a rapid livelihoods assessment and monitoring framework. | Up to 60 days after the start of the assignment | 20% |
| Output #2. Completed targeting and selection process | Submit first Interim Report, including list of selected beneficiaries, training curriculum, signed contracts with beneficiaries. | Up to 90 days after the start of the assignment | 40% |
| Output #3. Asset recovery in-kind mechanism implemented for 80-120 returnee households pursuing to re-establish or start new income generating activity | Submit second Interim Report, including achieved progress on the implementation.  . | Up to 180 days after the start of the assignment | 20% |
| Output 4: Evaluation of the project completed | Submit Final Report, including all activities, deliverables, evaluation, lessons learned and communication materials. | Up to 210 days after the start of the assignment | 20% |

1. **Institutional engagement**

Roles and Responsibilities of the Responsible Party:

* + Allocate the proper and needed skilled personnel to carry out the project’s outputs;
  + Be responsible of all logistics related to the completion of this assignment including remuneration of staff /experts / administrative issues related to implementation of activities; all materials and tools required for activities completion; transportation; rental; communication; allowances etc.;
  + Ensure proper reach out to beneficiaries;
  + Implement and constantly monitor the activities;
  + Provide required and ad-hoc comprehensive reports on a timely manner.

Role of UNDP

* + Provide access to the administrative leadership with municipalities in Kikla, and participate in consultations to set of priorities for rehabilitation projects;
  + Provide field supervision and quality assurance by UNDP’s personnel;
  + Follow up, monitor and evaluate the progress of implementation of activities and manage/mitigate potential risks;
  + Approve interim progress/final reports.