

Annex -1-

Terms of Reference (TOR)

Facilitator

Project Name: Peace Building in Lebanon, Phase 3

Reference Number: 00088560

Subject: Provision of facilitation services for the process support for a group of ex-combatants

A. Project Description

Since the end of the civil war (1975- 1990) Lebanon has been witnessing a series of continuous tensions and conflicts. These tensions and conflicts are putting the country's security and stability at risk, and the potential for the eruption of a new cycle of violence is quite high.

Although the Lebanese civil war has officially come to an end more than two decades ago, the political leadership of the country partially consists of former warlords. The country remains deeply divided between different religious and political groups, seeking private profits and gain over national unity and policy reforms.

Even though the country has widely been reconstructed and the political institutions are functioning, one can say that Lebanon has never fully healed from the wounds of the civil war. A true reconciliation process hasn't taken place, and all efforts that aim at dealing with Lebanon's war history are being blocked. In Lebanon's post-civil war-history, the common mechanisms of transitional justice – ranging from prosecution, lustration and reform of state institutions to truth commissions and reparation programs – have not been applied. A culture of impunity exists and is coupled with divided memories; which are part of group identities, reinforcing social segregation.

The experience of ex fighters, who were active during the civil war, and who decided to turn the page and contribute to civil peace in Lebanon is crucial. Among other players, Fighters For Peace, a Lebanese non-profit organization, is launching its initiative "From Civil War to Civil Peace", which aims at building the skills of ex-fighters; 1) supporting the healing process of the group of ex-fighters through personal development and psychological support exercises; 2) enhancing the group's communication skills, in order for them to better communicate their messages to different and various types of audiences; 3) Promoting the concept of transitional justice amongst ex-fighters and equip them with the essential knowledge and stories from other countries where the process was successfully undertaken and implemented. The group will also be offered the opportunity to build connections with other foreign ex-combatants among those who were able to get reintegrated in their societies. The capacity building sessions are meant to enable fighters to cope with their fears, inner thoughts and with the challenges they are facing in their daily lives and their relation with their entourage.

The group and other contributors will be able to put together the guidelines for the development of an online museum.

The facilitator will play the role of an advisor that will be following up with the group on the overall process. He will be guiding the group through facilitating several sessions in order to shape and transform the group's view and ideas into clear and comprehensive action plan. Throughout the facilitated sessions, the group and other contributors will be able to put together the guidelines for the development of a portal that will serve as a Virtual Museum of the Civil war (through the stories of the different fighters), as well as identify the major fields of training which are to be visited, for them to be able to guarantee sustainability and effective peace-promotion work as a lifetime process in a post-war country.

By process support it is meant:

- To help building the internal dynamics of the group of ex-fighters, working on both the internal communication between them and the external communication
- Help them come up with a clear vision and strategy
- Assess their skills and identify their needs in terms of capacity building
- Help forming the group of contributors to the online museum (that should include artists, journalists, photographers, designers, etc.)
- Assist in designing the framework of the online portal and its content plan

B. Scope of Work

Under supervision of the Project Manager, the consultant/facilitator will undertake the following tasks and activities: (Suggested total number of days: 34)

A- Methodology and work plan: (estimated number of working days: 8)

Design a methodology for the process support and the work plan with the timetable. This methodology should be based on a desk review and take into consideration lessons learned from similar experiences implemented outside Lebanon whether regarding the portal or the whole process of supporting a group of ex-fighters (what worked, what didn't work, how similar websites were developed, structured and what was the impact...)

B- Develop a roadmap for the NGO online museum : (estimated number of working days: 17)

- Suggest a list of potential contributors (to the online museum), such as designers, artists, photographers, journalists, to be invited to participate in the discussion sessions.
- Facilitate discussion sessions and identify the topics of the discussion groups around the development of the online museum of war-memories collected through the participation of ex-fighters, photographers, and journalists.
- Based on the desk review conducted as part of the methodology and on the results of the discussion sessions, develop a comprehensive roadmap of the online museum including clear objectives, strategy, tools to be used, topics and content in addition to its role in the re-integration process of ex-fighters into the society

C- Capacity Building (suggested number of working days: 9)

- Throughout the hall discussion sessions, build the skills of ex-fighters on topics such as communication, lobbying, storytelling, and NGO management, and identify more technical needs required by the NGO members and suggest accordingly topics for capacity building sessions to be implemented by the correspondent experts;
- Report the progress of the work done throughout the process. (3 days)
- Produce a final report including the results of the process support, challenges, lessons learned and recommendations.(5 days)

C. Expected Outputs and Deliverables

Outputs	Deliverables	Estimated Duration to Complete	Review and Approvals Required
Methodology of the process support developed	Submission of the first report including the desk review and the methodology of the process support	3 weeks from contract signature	Project Manager
roadmap for the NGO online museum	Submission of the second progress report including the roadmap of the NGO online museum	Within 24 weeks from contract signature	Project Manager
All sessions for the process support facilitated	Submission of the final report including the identified needs, the results of the process support and the capacity building sessions, the technical requirements needed by the NGO members, the challenges, recommendations and lessons learnt	2 week after the discussion sessions and trainings are completed	Project Manager

D. Institutional Arrangement

The contractor will liaise with the Education and NGOs Coordinator and the Project Manager during the course of performing his work.

The contractor should be available for any call for a meeting or any emergency.

UNDP will be responsible for providing the expert with all necessary information related to the project in a timely thorough and transparent manner. It will be also responsible to provide clarifications and facilitation of the work.

UNDP will be responsible for providing all the logistical support.

E. Duration of Contract

Activities should be completed within (11) months from contract signature.

F. Duty Station

The contractor will be conducting the work in Beirut.

G. Qualifications Required

The Individual Consultant should possess the following minimum qualifications:

a. Academic Qualifications:

University degree in social sciences, communication arts, media, or any other related field. MA is a plus.

b. Years of Experience:

A minimum of 8 years of experience in facilitating similar processes.

A minimum of 5 years of experience in working in peace building related issues.

A minimum of 5 years providing trainings in NGOs management, Communication and Advocacy.

c. Competencies:

- Excellent facilitation skills.
- Ability to coordinate with different stakeholders adopting a participatory approach.
- Experience with engaging with a wide range of stakeholders with different backgrounds.
- Perfect communication skills included proficiency in Arabic and English Languages.

- Knowledge of the Lebanese civil society and the history of the Lebanese civil war.
- Interest in the topic and commitment towards reconciliation