

Annex -1-

Terms of Reference (TOR)

For an Assignment Requiring the Services of a National Individual to be engaged through an Individual Contract (National IC)

Project Name: Peace building in Lebanon, Phase 3

Reference Number: 00088560

Type of Contract: Individual consultant.

Subject: Empowering Local Authorities and Local Actors in Lebanese Communities hosting Syrian refugees through Establishment of Mechanisms for Social Stability in North Lebanon

A. Project Description

Since 2008, UNDP has been working closely with local authorities (municipal council members, *mukhtars*, etc.) from all six governorates across Lebanon to support community based peacebuilding through facilitating processes entailing capacity building programs in peacebuilding, conflict resolution and mediation skills. Since 2011, the focus has been on longer term approaches, assisting local communities in jointly planning and establishing local level peacebuilding mechanisms and dialogue initiatives. The purpose of this work was to develop initiatives to diffuse tensions that may arise in the communities before they escalate to a higher level.

In 2013, the impact of Syrian refugees' influx expanded to most Lebanese communities. Signs of different types of conflict between Lebanese and Syrians became clear in many host communities, with intensities varying based on the respective regions' social and economic context. Citizens and municipalities were left alone to deal with its implications, with no guidance or capacity to differentiate between the political and humanitarian aspects. The municipalities suffered from overload and faced many challenges when it came to managing the situation. UNDP and through its new "Stabilization and Recovery Programme" started addressing the new challenges caused by the impact of the Syrian crisis on Lebanese host communities through working on three sectors: basic services, livelihood and social stability. Under the last sector and through the Peace Building in Lebanon Project, an initiative for improving social stability in Lebanese host communities impacted by the Syrian crisis was launched.

In the last two years, UNDP Peace Building in Lebanon project team has worked in more than 65 villages on establishing Mechanisms for Social Stability. Through a participatory approach, consultants have supported local communities to develop their own mechanisms for addressing social tensions and instability. These mechanisms have taken different forms and have contributed in decreasing tensions and strengthening social stability. The mechanisms have resulted in ten of diverse activities involving all the sections of the communities.

During this phase of the project, the Peace Building in Lebanon project will be working on establishing new Mechanisms for Social Stability in 7 new villages in North Lebanon, where a high number of Syrian refugees are living and the risk of tension is high and where UNDP is also working on livelihood and basic services. The villages/municipalities targeted are among the most vulnerable communities identified jointly by the UN and the Lebanese Government.

These mechanisms aims at preventing or reducing tensions and different types of conflict between the local communities in North Lebanon.

In order to support local authorities and other key local actors in the North oh Lebanon to better manage the crisis and better respond to the additional challenges resulted from the impact of the Syrian crisis on them, UNDP is requiring the services of an individual consultant to conduct a participatory conflict assessment and analysis with members of local government and local actors representing the villages/municipalities (mayors, deputy mayors, municipal council members, *mukhtars*, social development centers (SDCs), local NGO members, other NGO members, religious figures, educators, civil society organizations, youth and other types of stakeholders identified) targeted by the process, in order to identify the main causes of the conflict, actors, dynamics, etc.

B. Scope of Work

Under the supervision of the Project Manager, the consultant will undertake the following tasks:

- 1- Support UNDP in selecting the members from the engaged community in the North of Lebanon. These members will be identified based on a specific set of criteria developed by UNDP.
- 2- Support local actors in developing relevant mechanisms to respond to the main causes of conflicts that will serve as mechanisms for social stability. This will be done through capacity building sessions, workshops, retreats, coaching (on identified needs, such as, but not limited to: crisis management, peacebuilding and conflict resolution/mediation skills, team building and communication skills, advocacy and lobbying, administrative and financial management)
- 3- Make sure that the established vehicles (groups, committees, networks...) of the mechanisms have the relevant codified rules and regulations in order to ensure their sustainability.
- 4- Coordinate with the Project Manager and the Responsible party of the implementation of the social Stability activities; carry on following up; offer coaching and support during and after the implementation phase.

The assignment is divided into four (4) main interrelated phases taking into account that capacity building sessions shall be mainstreamed throughout the different steps based on needs identified:

- Revised work plan;
- Participatory conflict analysis;
- Development of Mechanisms of Social Stability;
- Launching and implementation of the mechanisms.

Therefore, the consultant is required to undertake the following activities:

1- Revised work plan and methodology (Suggested working days: 2)

The consultant will provide a final project work plan and methodology covering all the activities along with a chart showing detailed list of tasks, duration and schedule per task and allocated resources (resources and or other relevant identified type of resources per task shall be included in the proposal. In other words, the bid shall include the consultant's resources as well as other dependencies which affect the project duration). Once approved by UNDP, the work plan and methodology shall be adopted and shall form the basis for project supervision and monitoring.

2- Participatory conflict analysis including the report to be submitted (Suggested number of working days: 30)

- Conduct a conflict assessment and analysis with local actors and authorities from the 7 villages, at the village level (through individual and focus groups meetings) and at the cluster level (through joint retreats/meetings) in order to better understand causes (immediate, intermediate and root causes), actors, dynamics and conflicts' trends linked to the impact of the Syrian crisis on these communities in addition to those which existed prior to the Syrian Crisis.
- Devote special time and effort to help UNDP identify key stakeholders to join the conflict analysis and to commit to be engaged in the full MSS process from this early phase, based on a set of predefined criteria.
- Liaise with the local Social Development Center (SDC), explore and present a list of local NGOs and associations working in the area on similar topics and try to engage them in the process.

3- Development of mechanism for social stability including the report to be submitted (Suggested number of working days: 20)

- Develop a participatory approach with a suggested mechanism for social stability at preferably the cluster of villages' level or at the villages' level.
- Carry out 2 to 3 capacity building sessions based on the identified needs linked to the mechanism and the conflict analysis.
- Validate the mechanism with the target group through facilitating 1 to 2 joint retreats/sessions.

- Establish an internal structure (bylaws, internal regulations...) for the created platform/group/committee/mechanism.
- Identify needs of capacity building sessions to be included in the next phase.
- Include the identified local NGO and the SDC actively in the mechanism development phase.

4- Launching and implementation of the mechanisms including the report to be submitted (Suggested number of working days: 37)

- Facilitate up to 15 meetings, workshops and coaching sessions to prepare for launching of the mechanisms.
- Support the early phases of the mechanisms launch.
- Follow up and help the local NGO/SDC/other in the implementation of the first phases of the mechanisms.
- Oversee and follow up the designed activities in line with established Mechanisms and carry out the necessary identified capacity building sessions (2 or 3 sessions) for around 7 to 10 participants per village.

C. Expected Outputs and Deliverables

The following sections detail the expected outputs from the Consultant for each required activity. They are intended as guidelines. The Consultant is expected to provide input based on his own knowledge and experience.

This assignment will be undertaken under the supervision of UNDP Peacebuilding Project Manager.

All deliverables shall be delivered in one original hard copy, two hard copies and one electronic soft copy, preferably in Microsoft Word format, where applicable. The language of the reports should be in English.

REPORTS VALIDATION MODALITIES

Provisional approval of submitted reports shall take place at each of the defined milestones shown in the delivery schedule in below section. It is expected that such approval shall not exceed seven working days from the notification of the completion of a specific milestone.

On submittal of the final report, the Project Manager shall respond within maximum of five working days and the decision may either be:

- Approval,
- Approval with reservations upon which the Consultant shall reply within five working days under penalty of rejection,
- Rejection with clear justifications.

DELIVERY SCHEDULE

The Consultant is expected to complete and submit the following deliverables within 14 months from contract signature, starting January 2017, as detailed in the table hereafter.

Outputs	Deliverables	Estimated Duration to Complete	Due dates	Review and Approvals Required
Final work plan and methodology	Submission of a final work plan and methodology of work	2 working days	1 week after signature of the contract	Project Manager
Conflict analysis and needs assessment	Submit a conflict analysis and needs assessment report containing all the results along with the needs, tensions and societal dynamics and recommendations for the coming phase	30 working days	3 months after the signature of the contract	Project Manager
Development of Mechanism for Social Stability	Submit a detailed report on: the development of the mechanism for social stability, the identified needs and the capacity building sessions	20 working days	6 months after the signature of the contract	Project Manager
Mechanism implemented	Submit a final report including details and documentation of the process results and the coaching sessions, the recommendations, the modality of implementation	37 working days	14 months after the signature of the contract	Project Manager

	the best practices and the lessons learned.				
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D. Institutional Arrangement

The consultant will liaise with the Project Manager and the Local Level Peace Building Coordinator during the course of performing his/her work.

The consultant should be available for any call, for a meeting or any emergency as part of the process preparation and implementation.

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

UNDP will be responsible of covering the expenses of workshops, trainings, retreats.

Accommodation, transportation and communication fees will be covered by the consultant, therefore, the consultant should include his fees in his financial offer.

It should be noted that UNDP has full ownership of the activity and of its final product.

Thus, any public speaking (including social media usage) about the activity (whether with the target groups or indirect) should state clearly that ownership. In addition, any public appearance on the activity should be at least coordinated with UNDP.

E. Duration of Contract

The tasks will be completed within 14 months after contract signature, starting January 2017.

F. Duty Station

The consultant will be conducting the work in the Seven (7) villages in North Lebanon.

Meetings and all the activities related to the consultancy are conducted in the targeted villages.

Further meetings might be organized in Beirut as well depending on the needs identified.

G. Required Qualifications of the Consultant

The Consultant should possess the following minimum qualifications:

a. Academic Qualifications:

University degree in social science, sociology, political science, public administration, international affairs, or any other related field.

MA is a plus.

b. Years of Experience:

- A minimum of 5 years' experience in conducting conflict analysis;
- A minimum of 7 years of relevant experience in providing training sessions on peace building related skills, crisis management, project cycle management and other topics related to the empowerment of local actors;
- A minimum of 5 years in facilitating similar conflict prevention mechanisms;
- Experience working with municipalities and local actors in conflict zones;
- Experience working on peacebuilding through socio cultural and socio economic sectors.

c. Competencies:

- Excellent analytical, negotiation and communication skills;
- Excellent training and facilitation skills;
- Excellent reporting and writing skills in English;
- Proven impartiality and cultural and human rights sensitivity;
- Ability to build strong relationships with local actors using inter-personal skills;
- Ability to network effectively;
- Ability to work under pressure and meet deadlines and handle multiple tasks simultaneously;
- Ability to adapt quickly to new working environments, to establish and maintain good working relations with individuals of diverse backgrounds and cultures;
- Excellent command of Arabic language and good command of English. French is a plus;
- Good knowledge of the context, peacebuilding and the impact of the Syrian crisis on Lebanon and host communities.

H. Scope of Price Proposal and Schedule of Payments

All proposals must be expressed in a lump sum amount which should be all inclusive ¹noting that the contract price is fixed regardless of changes in the cost components:

Terms of Payments:

- 1st payment: 30% of the lump sum amount upon submission and UNDP acceptance of the conflict assessment and analysis report.
- 2nd payment: 30% of the lump sum amount upon submission and UNDP acceptance of the detailed report on the development of the mechanism for social stability, the identified needs and the capacity building sessions;
- 3rd payment: 40% of the lump sum amount upon completion of all tasks and deliverables and submission and UNDP acceptance of the final report including details and

¹ The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, transportation, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

documentation of the process, results and the sessions of the coaching process, the results, the recommendations, the best practices and the lessons learned.