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:** Peacebuilding in Lebanon Project in Lebanon  
**Reference Number:** 00088560  
**Type of Contract:** National individual consultancy.  
**Subject:** Services of a Conflict Analysis Researcher.

A. Project Description

The UNDP *Peace Building in Lebanon Project*, established in 2007 aims to address the underlying causes of conflict in Lebanon and to create “safe spaces” for local identity groups to discuss their concerns openly and enhance mutual understanding of the different “other”. Social cohesion was enhanced at the local, community and national levels between civil society and relevant local public actors. Through training programs, advocacy work and enhanced networking, stakeholders (including teachers, journalists, local leaders, youth and NGOs) were better equipped to actively and harmoniously contribute to peace building, community dialogue and ensure a more effective bottom-up impact of efforts.

The current phase of the project (2014-2016) is focusing on addressing the new challenges to civil peace and peace building in the country posed by the Syrian crisis. Therefore the focus is on four outputs: 1. Education promoting social cohesion supported; 2. Media empowered to promote balanced and conflict sensitive media coverage; 3. Local level peace building strategies to mitigate tensions developed in selected conflict prone areas of Lebanon hosting Syrian refugees; 4. An NGO platform promoting nationwide truth and reconciliation supported ex-fighters’ role in promoting peace building supported.

This third phase of the peacebuilding project is integrated into UNDP Stabilization and Recovery Programme, which has been endorsed by the Lebanese Government in its Roadmap of Priority Interventions for Stabilizations from the Syrian Conflict. The Roadmap identifies the need to Forester peace building mechanisms to mitigate tensions in conflict prone areas hosting Syrian Refugees as a priority area for intervention in the short, medium and long-term. Moreover, as part of the Lebanon Crisis Response Plan, UNDP co-leads the entire international response to the crisis with UNCHR and leads the social stability and livelihoods sectors of the response, together with the Ministry of Social Affairs.

As a lead agency of the social stability and livelihood sectors of Lebanon Crisis Response Plan, UNDP is strategically placed to both deliver and guide peacebuilding and conflict prevention efforts related to the current Syrian crisis but also to pre-existing inter-Lebanese tensions. However, UNDP needs to strengthen its capacity in terms of conflict analysis in order to ensure the impact of its own programs and effectively lead the international response to the Syrian crisis on stabilization related activities.
UNDP will compile, structure, and complement all relevant information in order to produce operational and programmatic recommendations. Yet, there remains a need for a more in-depth, comprehensive conflict analysis at the national and local level. Indeed, most of the sources of information listed above are either linked to specific projects and activities, and do not take into account the wider picture, or on the contrary are general advocacy reports which do not go into details and do not focus much on the Lebanese-Lebanese conflict dynamics. Moreover, few of the above follow a rigorous scientific methodology. There is therefore a risk for the international community to miss out on important developments and trends that could lead to conflicts in the future.

In this context, UNDP is requiring the services of a conflict analysis Researcher to conduct an in-depth Conflict Analysis in the Six (6) Governorates of Lebanon.

**B. Scope of Work**

The overall objective of the assignment is to conduct an in-depth Conflict Analysis in order to identify structural, proximate, and immediate causes of tensions in selected Lebanese communities hosting Syrian refugees, identify the different stakeholders and the relation between them, as well as conflict dynamics, triggers and dividers, but also connectors and peace factors. The second part of the analysis will focus on assessing how well the existing programmes respond to the dynamics and causes of conflict in responding to the specific drivers identified. The Conflict Analysis will cover both the Lebanese-Syrians relations and the Lebanese-Lebanese ones.

An in-depth Conflict Analysis is the necessary first step to the design and implementation of peacebuilding measures and to allow parties gaining a deeper understanding of the dynamics in their relationship.

It includes several stages:

1. Developing a situation profile;
2. Causal analysis identifying the proximate causes of the conflict, the intermediate, and the root causes;
3. A stakeholders’ analysis;
4. The conflict dynamics including the identification of the conflict triggers, the conflict drivers, the conflict trends as well as the connectors and dividers;
5. The identification of preventive measures;
6. The prioritization of the preventive measures;
7. The identification of the peace building preventive measures.

Applied to the current context of the impact of the Syrian crisis on Lebanese host communities, a conflict analysis is needed in order to identify the real challenges to peace building in Lebanon.
This analysis will be targeting the six Lebanese Governorates. It will involve focus group discussions with representatives of the local communities including local leaders, prominent figures, religious leaders, political leaders, youth, teachers, civil society actors.

Through the periodic reports and the final report, the analysis will be focusing on the local level and the challenges to peace building at the grassroots level (through the periodic reports) and the national level (through the final comprehensive report).

Getting the full picture on the current conflict dynamics in Lebanon could take up to the end of 2016, for operational purposes. UNDP will aim at reporting back to partners the key points of ongoing conflict analysis and assessments initiatives on a trimestral basis, through a presentation and discussion during the Social Stability Working Group and through the distribution of short briefs.

The results of the analysis will not only be used to inform Peacebuilding programming, but also contribute to design conflict sensitive livelihood and basic services interventions. Moreover, the analysis will provide UNDP and the UN Country Team in Lebanon with a periodic snapshot of the conflict situation in Lebanon.

The contractor is expected to contribute to this brief by providing new analysis every three months.

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 and translated to Arabic.

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.

**Deliverables:**

The assignment is divided into two main steps:

1. **Finalization of the Conflict Analysis Methodology.**

   The Consultant will revise his suggested methodology submitted in his proposal. The revised methodology should include:

   - The focus group selection
   - The criteria of selection
   - The sampling size
   - Questionnaires for the focus group discussions.

2. **Production of two Periodic Conflict Analysis Reports focusing on a specific geographical area.**

   The consultant will produce two (2) reports to be submitted on a three months basis.

   These reports will focus on analysing conflicts at the local level in different Governorates: South, Beirut, Mount Lebanon, North and Bekaa.

   The exact targeted areas of these reports will be agreed beforehand between UNDP and the consultant, based on the evolution of the general situation in Lebanon and of UNDP programming, as well as on information gaps in studies and analysis provided by other organizations.

   In particular, these reports should also be based on information generated from implemented conflict mapping projects or other perception surveys pointing out to the need of conducting ‘deep dive’ qualitative research in areas subjected to high social tensions or security incidents.

   These reports should include interviews of stakeholders and will be presented in final form at the working group meetings.

   Each of these reports should include info-graphics summarizing the main findings and should include:

   - The situation profile of each targeted area which will describe:
     - The basic info about the location (demography, location, main families);
     - The economic situation of the location including the status of infrastructure;
     - The social situation (including health, education, social leisure, culture, environment);
     - The political situation (including the main political parties, the main religions, the distribution of municipalities and seats and their political affiliations, current mayors and vice mayors, current mukhtars, members of ministries and deputies).

   - The causal analysis which will identify:
     - The proximate or direct causes of the conflict;
- The intermediate causes of the conflict (the more recent and that act as accelerators of conflicts);
- The root causes of conflicts (or the long standing causes) at the level of each governorate;
- The Tools such as the Iceberg or the Problem Tree that can be used.

- The stakeholders/actors’ analysis which will include:
  - A list of major actors involved (individuals, groups, association);
  - The relationship between the major involved actors;
  - The role of major involved actors in the conflict scene.
  - The Tools used such as the stakeholders’ matrix to identify the characteristics of the group: size, location, distribution; the interests; the underlying needs; the resources owned and resources required; or the conflict mapping can be used here (who is involved, who are the main parties- including those untraditional, what are their mutual relationships, what are their positive relationships, what is the power dynamic between them, where is the conflict center?).

- The conflict dynamics which will include:
  - The identification of the list of conflict triggers (or the single crucial acts and events);
  - The conflict drivers (or the issues and processes that fuel violence);
  - The conflict trends (or the common patterns that feature conflict and political violence)
  - The connectors and dividers and understanding the difference between them;
  - The scenario building to help portraying the future.

- A review of existing peacebuilding initiatives and mechanisms established/ongoing in each targeted area and their impact on the conflict dynamics.

- A conclusion analyzing the main risks of conflict in each targeted area, and including recommendation for actions by local actors and the international community.

DELIVERY SCHEDULE

The Consultant is expected to complete and submit the above mentioned deliverables within 6 months, starting contract signature, as detailed in the table hereafter.

<table>
<thead>
<tr>
<th>Deliverables/ Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Target Due Dates</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revising and developing the Research Methodology</td>
<td>2 weeks after the signature of the contract</td>
<td>September 2016</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Producing, revising and presenting the First Conflict Analysis Report</td>
<td>3 months after the signature of the contract</td>
<td>December 2016</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Producing, revising and presenting the Second and final Conflict Analysis Report</td>
<td>6 months after the signature of the contract</td>
<td>February 2017</td>
<td>Project Manager</td>
</tr>
</tbody>
</table>
D. Institutional Arrangement

The contractor will liaise with the Project Manager and the Social Stability Sector Coordinator during the course of performing his work.

For the purposes of this project, UNDP responsibilities can be summarized as follows:

- Ensure that all personnel concerned in the system are constantly informed of the project activities to secure their involvement and ownership during and after implementation.
- Follow-up the project throughout its cycle.
- Supervise assignment implementation and progress; in case of problems suggest solutions and report suggestions for improvement.
- Monitor, evaluate and document project conclusions.
- Promptly address issues which may hinder or delay the progress of the project.
- Arrange and facilitate meetings prior and during project implementation.
- Arrange contact and meetings with key stakeholders as part of the conflict analysis research.
- Take care of the procurement of the design and printing company.
- Approve the final designed version of the report before printing.
- Ensure the printing of the reports.
- Review the reports before printing.
- Disseminate the reports within UNDP networks and contacts, particularly among the coordination structure.
- Receive project deliverables and prepare for any discussions, presentations or meetings that will cover the approval activities for deliverables of all implementation phases
- Assist the Consultant in executing tasks in the best way and ensure the confidentiality of data.

The Individual Consultant, in addition to fulfilling the requirements specified in this document, is responsible of:

- Relying on his own transportation and communication means.
- The project planning, follow-up and contingency planning.
- Conducting the field research, draft, revise and finalize the conflict analysis reports and present them to relevant audiences.
- Assisting UNDP with the translation, design and printing of the reports.
- Maintaining an updated work schedule.
- Notifying UNDP in writing, upon the successful completion of each milestone and provide all supporting documentation.
- Arranging for the reports to be translated to Arabic and ensure that the Arabic translation is well reflective of the original English text and then submit the final version of the translated reports to UNDP for final proofreading and approval.
- Liaising with UNDP Graphic designer for the pre-printing design of the reports.
- Documenting minutes of meetings throughout the project lifecycle. This shall cover all meetings including those where major decisions are taken.
- Maintaining confidentiality of data.

E. Duration of Contract

This assignment will be completed within Six (6) months starting contract signature.
F. Duty Station

The contractor will be conducting the work in the targeted areas: South, Beirut, Mount Lebanon, North and Bekaa. Meetings related to the work might be organized in Beirut as well.

G. Qualifications Required

The Individual Consultant should possess the following minimum qualifications:

a. **Academic Qualifications:**
   - University Degree in social science, sociology, political science and peace building, or any other related field.
   - MA is a plus.

b. **Experience:**
   - A minimum of 7 years of experience in conducting conflict analysis studies;
   - Experience in peace building and conflict prevention mechanisms at the local level;
   - Experience on the context of the Impact of the Syrian Crisis in Lebanon.

c. **Competencies:**
   - Excellent existing network of contacts and proven ability to builds strong relationships with mayors and mukhtars, and other local actors, using inter-personal skills to network effectively;
   - Excellent analytical, writing, negotiating, and communication skills;
   - Good knowledge of the conflict context in Lebanon and specifically the context of the impact of the Syrian Crisis on host communities;
   - Excellent presentation skills;
   - Ability to work under pressure, 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;
   - Strong interpersonal skills, team spirit, innovative and takes initiative;
   - Excellent command of Arabic and English.

H. Scope of Price Proposal and Schedule of Payments

The scope of price proposal must be expressed in a lump sum amount:
- The lump sum amount must be “all-inclusive”;
- The contract price is fixed regardless of changes in the cost components.

The lump sum amount will be paid to the consultant in the following manner:

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1The 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.
1st payment: 20% of the lump sum paid upon delivery of the revised research methodology and UNDP acceptance.

2nd payment: 40% of the lump sum paid upon delivery and presentation of the First Conflict Analysis report and UNDP acceptance.

3rd payment: 40% of the lump sum paid upon delivery and presentation of the Second and Final Conflict Analysis report and UNDP acceptance.