

## TERMS OF REFERENCE

### **LEADERS Consortium Baseline Consultancy - Lebanon**

**2017**

**Background:** As the Syrian Crisis enters its fifth year, close to four million displaced Syrians are living in neighboring countries. Lebanon has absorbed 1.2 million Syrian refugees, which has resulted in mounting pressures on overstretched public infrastructure, services, and resources. Hosting populations have progressively suffered from declining living standards, livelihood opportunities and access to quality basic services as the crisis has moved from an emergency state to its current protracted situation. Initial charitable sentiments and generosity toward the refugee populations are eroding and growing social volatility in the region is contributing to inter-communal tensions, political unpredictability, and economic stagnation. While the Syrian influx has exacerbated socioeconomic cleavages in both Lebanon, it has certainly not created them and renewed attention on addressing the root problems of these challenges is needed to move beyond the short-term gap-filling assistance that has characterized the Syria Crisis response to date. Women and youth are disproportionately affected and opportunities to access sustainable livelihoods and participate in public debate and policy decisions are particularly limited, leading to growing frustrations. Recent reports have highlighted a generalized discontent among refugees and host communities with regard to the international and national responses to the crisis across the region, citing in particular a lack of transparency in aid provision, weak impact on preparation for future crises as well as low levels of community input in aid planning and delivery.

**The Project:** With the support of the Regional Development and Protection Programme, the LEADERS Consortium (composed of Danish Refugee Council, Oxfam and Mahkzoumi Foundation) aims **to contribute to the economic self-reliance and resilience of displacement-affected populations in the Bekaa Governorate in preparation for durable solutions** as prioritized by the Regional Refugee and Resilience Plan (3RP). The Action works towards enhancing economic stability of all displaced and displacement affected populations. The project targets 1,476 individuals in Lebanon, including:

- Economically vulnerable individuals and households (particular focus on women and youth);
- Existing and scalable private sector enterprises (MSEs), and private sector associations
- Marginalized Syrian refugees
- Municipalities/Cadastres in the most displacement-affected areas hosting refugees

Specific Objective of the project include:

SO1: Strengthened employability and access to salaried work opportunities, particularly youth and women

The interventions in Specific Objective 1 will achieve three main results. Firstly, the Action will engage in multi-level advocacy efforts with local, national and regional stakeholders to promote expanded discourse around refugees' need to generate an income; policy barriers to displaced Syrians' participation in the labour market will be discussed and concrete policy measures will be proposed by the programme (R1.1). Secondly, the Consortium will intervene to strengthen the employability of vulnerable Lebanese and Syrian jobseekers; a portion of these will be linked to job opportunities that match their skills and preferences (R1.2). Thirdly, other vulnerable jobseekers will be equipped with

competencies matching the labour market demand (R1.3). In total, 370 jobseekers will be trained, 240 will be placed as apprentices, and another 200 will be referred to enterprises for jobs.

SO2 - Established and nascent MSEs are more viable, sustainable and sensitive to employees' basic rights

The second specific objective will be achieved by facilitating MSE's access to the information, knowledge and expertise that they need to expand and make their businesses more sustainable, as well as by addressing employers' poor awareness and sensitivity around employees' basic rights. The interventions will aim at achieving two main results: improved management capacity, economic viability and profitability of 50 nascent<sup>1</sup> and established MSEs; improved awareness within all supported enterprises and workers/jobseekers on basic rights and discriminatory practices at the workplace. In doing so, the action will encourage and pilot business models that are viable and sustainable in the specific context, as well as virtuous local economic development practices.

It is expected that promoting scale up and expansion along particular value chains relating to sectors that attract large investments will increase wage-earning opportunities for host and potentially refugee populations. In general, such investments trigger an increased demand for workforce, as well as for services and goods all along the supply chain. Indicative sectors of focus are construction, waste management, food processing and health service delivery, as these industries have been identified as key municipal and national priorities, capable of absorbing additional unskilled, semi-skilled and skilled labour, as well as offering possibilities for temporary income generating activities by refugees, employment on return to Syria, and cross-border trade opportunities for MSEs in the Bekaa.<sup>2</sup> Additional information on investments and strategic sectors will be gathered through the Chamber of Commerce, Industry and Agriculture of Zahle and the Bekaa (hereinafter Chamber of Commerce).

### **Scope of Work**

**Consultancy objectives:** The main objective for the proposed Scope of Work is to enable the project to assess the situation and establish bench mark indicators to inform the monitoring and evaluation plan and form a platform for the impact evaluation. Furthermore, the baseline is expected to enable accurate targeting, and the ability to quantifiably measure and attribute impact. The immediate objectives are:

1. Determine the baseline values for all impact and outcome level performance indicators in the targeted program locations.
2. Suggest if indicators need to be revised at this stage
3. Develop a theory of change for the project based on desk review
4. Analyze the data that is collected by both DRC and Oxfam
5. Determine if additional data needs to be collected and coordinate with the field teams to collect it
6. Develop a cohesive synthesized report
7. Update the LFA based on the baseline values determined through the analysis

### **Methodology**

**Desk review:** The consultant needs to review policy documents, media reports, public documents as well as the project documents and reports from other similar projects in the region to familiarize himself/herself with the context, the project and the macro and micro policy environments within which the project will be implemented before reviewing the research tools, and designing the sample size. The project Consortium will support in the sourcing of these materials where possible.

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<sup>1</sup> Nascent businesses are intended as those aged between 0 and 5 years old.

<sup>2</sup> Key informant interview with UNIDO, September 2015

Analyze and review the tools and data collected, summary monthly reports, baseline indicators, grant specifications, and reporting templates. Discuss with consortium focal points to understand:

- a. What is the Baseline framework
- b. What data has already been collected and reported
- c. What data is missing and when these data are expected

A more detailed methodology and field work schedule will be worked out in consultation with the Consortium Management Unit and Consortium Partners. However, the following steps will be ensured by the consultants:

1. Visit offices of the Consortium in Beirut and meet core team to get acquainted with project, its activities and the proposed work.
2. Through consultation (interviews, workshops, etc.) with consortium partners and desktop review, develop a project Theory of Change
3. Through consultation (interviews, workshops, etc.) with consortium partners, review and revise logframe indicators and means of verification
4. Prepare a detailed plan of action/schedule covering, analysis, interpretation, draft and final report preparation with concerned project staff.
5. Share draft report and obtain comments/inputs and incorporate the same into final report and
6. Prepare final report and submit (hard copy and electronic version in word format) to the Consortium Management Unit.

### ***Study Team***

The composition of the study team is left up to the consultant/organization based on their internal system. However, it is recommended to include one Team Leader (TL) to coordinate/conduct the overall study and liaise with the Consortium Management Unit. The TL will work closely with the Deputy Chief of Party (DCoP). In each step and process, consultation with the DCoP and Program Managers at the field will be highly encouraged.

### ***Timeframe***

Approximately 10 days. The consultancy should commence in early ~~XXX~~2017 following exchange of contracts with the successful applicant.

### ***Outputs***

1. Agreed action plan for the consultancy
2. Briefing meeting/workshop to present preliminary findings
3. Draft narrative report
4. Final narrative report demonstrating consideration of feedback from the Consortium. The report should be approximately 30 pages (excluding annexes)
5. Qualitative data set.

### ***Applications***

Qualified firms or consultants are expected to send their Applications/Technical proposal including:

- Firm or individuals general reliability, experience and capacity in the specific field
- Approach & Work plan
- CVs of key staff (including 3 references)

- Detailed budget following the structure of the technical proposal
- Examples of previous work