# TERMS OF REFERENCE - RESEARCH ON THE CHILD PROTECTION SITUATION IN LEBANON (VIOLATIONS OF CHILDREN'S RIGHTS IN LEBANON: ASSESSING TRENDS, ROOT CAUSES AND RESPONSE RECOMMENDATIONS)

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# 1. PROJECT SUMMARY

Research on the child protection situation in Lebanon (Violations	
of Children's Rights in Lebanon: Assessing Trends, Root Causes and	
Response Recommendations)	
1/9/2023 - 31/12/2023	
4 months for the overall research	
South Lebanon, Mount Lebanon, North Lebanon, Akkar and Bekaa	
Child Protection and social stability	
Child protection - Protection of children from violence	
Save the Children Netherlands	
2,378 (female: 1326; male 1052) unique beneficiaries	
Vulnerable girls, boys and their caregivers, living in conflict prone	
communities in Lebanon, benefit from timely, life-saving protection	
services to respond to the increasing levels of violence and	
exploitation	

# 2. INTRODUCTION

This document provides the Terms of Reference for a research exercise on grave violations, focusing on worst forms of child labour and trafficking and recruitment with the aim of strengthening the protection space for all children in Lebanon. The research will build on previous internal and external research conducted by Save the Children, including the 2021 Analytical Note (see annex) and ongoing research into protection risks in certain high-risk areas such as Palestinian camps and gatherings (research forthcoming), as well as other reporting and protection monitoring by other agencies. The research will also engage with key stakeholders across the country, including the CAAC Task Force, an inter-agency group which aims to strengthen and harmonize child protection interventions for children. This research will be conducted as part of Save the Children International in Lebanon's programming, which aims at ensuring that girls, boys, and their caregivers living in vulnerable communities benefit from timely humanitarian protection to respond to individual, household and community risks. It will be



funded by Save the Children Netherlands, and it will be conducted externally (through a consultant or consultancy firm).

The main objective of this research will be to come up with concrete policy, programmatic and advocacy recommendations to relevant stakeholders related to protecting children from grave violations of their rights in Lebanon, which can be taken forward by the CAAC Task force and other actors in the space. The research is guided by the principle of the Centrality of Protection, which outlines how we achieve our collective responsibility to protect the most vulnerable children from harm by achieving protection outcomes for children across our programmatic areas.

# 3. BACKGROUND AND CONTEXT

There is no fixed global definition of 'conflict-affected children', and it could be argued that most children growing up in Lebanon are at least indirectly affected by conflict – whether through the failures of the confessional governance structure that was put in place following Lebanon's civil war, or the political-socio-economic spill-over effects of the 10-year conflict in neighbouring Syria, or the past and ever-present threat of attacks from Israeli forces across Lebanon's southern border. Since the 2006 war, Lebanon is a country on the agenda of the UN Security Council and as included in the Special Representative to the Secretary General on Children and Armed Conflict's annual report. As such, formal UN monitoring of child rights violations resulting from armed conflict is required through yearly reports as well as advocacy and programming to prevent or address the impact of these violations on children.

In Lebanon, a Children Associated with Armed Conflict (CAAC) Taskforce is co-led by UNICEF and UNRWA. Meanwhile, Save the children Lebanon (SCL), as a CAAC TF member and a child protection actor in Lebanon, has been exploring ways in which to expand and enhance the understanding of the specific risks to and impacts on, children within this context. SCL developed an Analytical note in 2019 which looked at how children in Lebanon are being affected by armed violence<sup>1</sup>, and particularly focussed on the prevalence and drivers around children's affiliation with or proximity to, armed groups and forces, and how this impacts their mental health. The analytical note concluded that there were several main threats to children's rights that required urgent and further examination – Killing and maiming of children, Child recruitment and use of children in armed groups, forced displacement or relocation and refoulement, based on key informant interviews with children and their care givers in SCL areas of operation.

SCL wants to take this information, overlay it with input from key stakeholders to be identified during the initial stage of the research, and further expand and enhance the findings of the analytical note, in order to further understand how children in Lebanon are being affected by conflict and at risk of grave violation, and particularly on the prevalence, drivers and preventive factors around trafficking, recruitment and worst form of child labour in Lebanon based on current trends. The findings of the research will allow us to put the Humanitarian Development Peace Nexus (HDP Nexus) into practice by

<sup>&</sup>lt;sup>1</sup> The Analytical Note takes particular note of the use of **armed violence** in Lebanon which does not meet the threshold of 'armed conflict'. Armed Violence is the intentional, threatened or actual use of arms to inflict death or injury – it takes many forms, ranging from political to criminal to interpersonal violence, and appears in a wide range of contexts



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supporting us in generating contextualized evidence-based advocacy and interventions focused on the protection of children affected by conflict, working with local, national and international stakeholders.

The research is expected to take 4 months and will take place between September 2023 and December 2023. It will cover the following locations:

Name of the place of intervention	Upper administrative level (province)	Lowest administrative level (district)
South Lebanon	South Governorate	Saida (Villat and Taamir) and Tyr
Mount Lebanon	Mount Lebanon Governorate	Naameh
North Lebanon	North Governorate	Tripoli
Akkar	Akkar Governorate	Upper areas including Wadi Khaled
Bekaa	Bekaa Governorate	Arsal
Baalbeck El Hermel	Bekaa Governorate	Baalbeck

This research is at the heart of one of Save the Children International Lebanon's major strategic goals for 2022-24 ("Strengthen community-based and formal child protection systems to enhance the protection & wellbeing of vulnerable children including those affected by conflict") as well as one of our key strategic objectives ("Drive evidence-based advocacy, campaigning and influencing policy reform, with and led by children").

Save the Children International Lebanon has a focus on strengthening the protective environment for children through analysis of the policy environment, cultural norms, legal frameworks (where relevant) and considered advocacy and influencing towards parties threatening children's rights, for which this research will provide critical evidence. Save the Children's advocacy and policy influencing focus also corresponds with the CAAC Task Force's stated objective to promote a joint approach on advocacy with main stakeholders and duty-bearers when feasible. It aligns with Save the Children's global advocacy priority (2022-24) to uplift international influencing on policy changes that are required to achieve breakthroughs for children in conflict settings.

# 4. SCOPE OF STUDY

# 4.1 Purpose, Objectives and Scope

This study will build upon the findings of the analytical note produced in 2021 and will harness information from available sources and stakeholders including but not limited to –

Tensions monitoring reports



- Participatory Action Research
- The CAAC Task Force and its members
- MOSA
- SDCs
- KIIs with Children and their caregivers

#### The primary purpose of the study is:

- To validate and/or expand on the findings of the analytical note produced by SCL in 2021 which
  identified key threats to children's rights and wellbeing including psychosocial wellbeing,
  through desk research and key informant interviews with identified key stakeholders.
- To provide policy and programmatic recommendations, based on an analysis of the data collected during the desk review and KII phase, for actors with relevant CAAC mandate and to promote evidence-based advocacy and interventions
- To further map the key stakeholders engaged in the policy and programmatic environment related to grave violations subjected to children's rights and wellbeing in Lebanon, including the prevalence and drivers around children's recruitment, trafficking and worst forms of child abuse and violence.

#### The research objectives of the study are:

- To identify, through stakeholder mapping exercise, a detailed power analysis of all relevant actors that positively or negatively influence a child's protective environment including stakeholders involved in service provision nationally and at community level
- To conduct a desk review related to existing national and international policies and laws related to the key threats identified through the analysis of trends.
- To assess, and expand, through KIIs with identified stakeholders, the validity of pre-identified threats and violations to children's rights in Lebanon, and to assess current monitoring and reporting structures in place, with related recommendations for the Child Protection community to enhance these structures and pathways.
- To analyse the outcome of this assessment and develop concrete, coherent recommendations including:
  - Policy recommendations for child protection actors and relevant donors and policy makers
  - Programmatic recommendations for child protection and psychosocial support implementing agencies in Lebanon
- Programmatic and policy recommendations for the CAAC taskforce to take forward with respect to strengthening monitoring reporting and responding to current trends on trafficking, recruitment and worst forms of child labour.

The research consultancy team will be required to undertake consultation with relevant internal stakeholders including the study Working Group (comprised of Senior Management members, Technical Advisors, Programme Managers, MEAL Manager, Policy, Advocacy and communications Director) at the commencement of the project in order to further refine the Study questions. In addition, the research consultant is expected to conduct consultations with national and international expertise through SC's focal point from UNICEF, other identified members of the CAAC Task force, and other relevant stakeholders to be agreed, in order to validate the findings and agree recommendations.



### 4.2 Intended Audience and Use of the Study

The primary intended audience of the research is SCL, SCNL, SCD SC Centre and other CP actors, CAAC TF members, MOSA, INGOs, LNGOs, ECHO and other interested donors, CivMil actors.

For Child Protection and non-CP actors (including partners): The research will provide evidence-based recommendations for Child Protection (CP) and non-CP actors related COP threats and suggested responses

For the CAAC task force: The research will provide evidence on how the situation has changed since the completion of the analytical note in 2021, it will also allow inform the task force programmatic, policy and advocacy discussions and strategies.

For Government of Lebanon ministerial stakeholders: The research will provide evidence on current trends on the primary child's rights violations and clear recommendations on policy change and implementation at national, regional and local level to support protective environments for children in Lebanon.

For Save the Children Netherlands (SCNL) and Save the Children Denmark: The research strongly aligns with SCNL strategic and thematic priorities around MHPSS and youth empowerment (YE) with an overall nexus focus. Strategically, it will contribute to evidence-based advocacy commitments, with MHPSS and YE as key thematic areas.

Stakeholder	Further information
Project donor	SC Netherlands
Primary implementing organisation	Save the Children Lebanon (Programme Development and Quality team; Policy, Advocacy and Communication team)
Supporting Save the Children member	Save the Children Netherlands (IP Programme Development and Quality team; Advocacy team)
Implementing partners	SCL partners like Nabad, CLDH and others
Government stakeholders	Municipalities in the areas of focus and Ministry of Social Affairs (MoSA)
Community groups	Child Right Governance youth groups and child committees, caregivers
Children and adults	Children and adults involved in the program/project/s and the study
International development/humanitarian community	An advisory group: consisting of Child Protection working group and children affected by armed conflict task force

The research team will be required to propose how the primary audience will be involved throughout the research process and how findings will be shared with each of the different stakeholders in the table above, particularly outlining how reporting back to children and adults, will be conducted in an accessible and child friendly manner. Therefore, one of the key deliverables is a child-friendly summary of the report findings.



# 5. STUDY METHODOLOGY

## 5.1 Study Design

It is expected that this study will involve:

- a non-experimental design,
- mixed methods, using qualitative and quantitative methods,
- random representative sampling or snowballing technique to ensure that children and adults are included in the study.

# **5.2** Sampling

The research consultancy team/applicants are expected to propose appropriate sampling strategies and sample size for the quantitative and qualitative data collection.

The sampling method to be used for survey will be:

Purposive random sampling technique could be used to ensure that relevant children and adults are
included in the study. The sample should include children aged 12 years and above and adults from
Lebanese, Palestinian and Syrian nationalities. The consultancy research team is expected to come up
with a representative sample of the target population while ensuring representativeness of gender (50%
each) and 4% of people with disability/with special needs.

For the Qualitative component:

- Sampling until data saturation
- Taking into consideration nationality, gender and disability status

#### 5.3 Data Sources and Data Collection Methods / Tools

All primary data collected during the study must facilitate disaggregation by nationality, gender, age, disability, location. Save the Children will not provide guidance on tools and classification schemes for this minimum dataset.

Existing Save the Children data sources that can be drawn on in the research include:

- Project proposals and logframe
- Needs assessment report 2022 and 2023
- Monitoring and reporting on grave violations

The main data collection methods will be Key Informant Interviews (KII) and Focus Group Discussions (FGDs), as well as surveys. These tools will be developed by the research consultancy team. Save the Children will share the tools from the needs assessment, which can be used as a starting point. It will also share relevant documents from the Child Rights Monitoring Common Approach.

Primary data collection will be the responsibility of the external researchers. It will not be a requirement of the research team to source additional external data sources to add value to the study, such as government administrative data. The team should also indicate how data triangulation will be realized. The consultancy research team is expected to ensure that the data will be collected by a balanced number of male and female enumerators to ensure gender inclusion and encourage participation of female beneficiaries.



A range of project documentation will be made available to the research team that provides information about the design, implementation and operation of the Program. As stated above, documents include project proposals and logframe documents along with the needs assessment reports. Save the Children templates will also be shared with the consultant.

The research consultancy team is required to adhere to the Save the Children Child Safeguarding; Protection from Sexual Exploitation and Abuse; Anti-Harassment, Intimidation and Bullying; and Data Protection and Privacy policies (that will be shared upon agreement signature) throughout all project activities.

#### 5.4 Ethical Considerations

It is expected that this study will be:

- **Inclusive**. Ensure that children and adults from different nationalities, social and religious backgrounds have the chance to participate, as well as children with disabilities and children who may be excluded or discriminated against in their community.
- **Ethical**: The study must be guided by the following ethical considerations:
  - Safeguarding demonstrating the highest standards of behaviour towards children and adults.
  - Sensitive to child rights, gender, inclusion and cultural contexts.
  - Openness of information given, to the highest possible degree to all involved parties.
  - Confidentiality and data protection measures will be put in place to protect the identity of all participants and any other information that may put them or others at risk.<sup>2</sup>
  - Public access to the results when there are not special considerations against this
  - Broad participation the relevant parties should be involved where possible.
  - Reliability and independence the study should be conducted so that findings and conclusions are correct and trustworthy.
  - Avoid interviewing children survivors of sexual violence

#### It is expected that:

- Data collection methods will be age and gender appropriate.
- Data collection tools will be sensitive to the context.
- Study activities will provide a safe, creative space where children feel that their thoughts and ideas are important.
- A plan is completed that identifies how the research team will deliver the study to ensure it meets the 9 basic requirements for meaningful and ethical child participation (also part of the Ethics Review Committee submission).
- A risk assessment will be conducted that includes any risks related to children, young people's, or adults' participation (also part of the Ethics Review Committee submission).
- A Feedback and Reporting Mechanism and referral process will be in place in case any child safeguarding or protection issues arise, or if children and adults want to share feedback.
- Informed consent and assent will be used where possible.

The research consultant will be required to obtain approval from a **Human Research Ethics Committee**. Save the Children in Lebanon will provide assistance with this process. Save the Children will ask the Save the Children United Kingdom Research and Evaluation Ethics committee for approval. The consultant will be expected to prepare the application to the committee. In addition, the research

<sup>&</sup>lt;sup>2</sup> If any Consultancy Service Provider, Freelancer or Contingent worker will have direct contact with children and/or vulnerable adults and/or beneficiaries and/or have access to any sensitive data on safeguarding and/or children and/or beneficiaries, it is the responsibility of the person receiving the consulting service to contact the local HR team and child safeguarding focal point to ensure vetting checks and on-boarding are conducted in line with statutory requirements, local policies and best practices guidance.



consultant and the enumerators shall receive a training on child safeguarding, PFA and on child protection.

#### 5.5 Known limitations

A known challenge is the sensitivity around the topic and the cultural barriers that exist to talking openly about children's engagement in conflict or in armed groups in Lebanon. It is also worth noting that access to the areas, political sensitivities, safety and security of the consultant team, SCI team and the community member should be taken into consideration. This means the research team will need to be sensitive in how it approaches this topic and how it engages with children and parents/caregivers.

Save the Children International in Lebanon has identified various ways in which these sensitivities can be addressed, but the research team will be asked to further explore and define this (including through the risk assessment).

- We will emphasize in the consent and assent process that we will not collect any personal data during the research.
- Data collection tools will be designed in such a way that they will solicit answers about children more generally, rather than encouraging children to speak about their own situation or their personal experiences.
- A careful process of validation of questions and tools will take place with trusted community leaders and other expert informants, before commencement of the primary exercise.

# 6. EXPECTED DELIVERABLES

The study deliverables and tentative timeline (subject to the commencement date of the study) are outlined below. The research team lead and MEAL Manager will agree on final milestones and deadlines at the inception phase.

#### Deliverable / Milestones

The research consultant is contracted and commences work

The research consultant will facilitate a kick-off meeting with the relevant stakeholders at the commencement of the project to develop the inception report.

The research consultant will submit an **inception report**\* in line with the <u>provided template</u>, including:

- Study objectives, scope and key study questions
- Description of the methodology, including design, data collection methods, sampling strategy, data sources, and study matrix against the key study questions
- Data analysis and reporting plan
- Caveats and limitations of study
- Risks and mitigation plan
- Ethical considerations including details on consent and assent processes
- Stakeholder and children communication and engagement plan
- Key deliverables, responsibilities, and timelines
- Resource requirements
- Data collection tools (in line with the study matrix)

Once the report is finalised and accepted, the research consultant must submit a request for any change in strategy or approach to the study manager or the steering committee.



#### **Ethics submission**

Prepare the submission for ethics approval to the REEC, including:

- study protocols (participant recruitment, data security and storage, consent and confidentiality etc.)
- considerations for consulting with children and other vulnerable groups
- participant information statement and consent forms

#### Final data collection tools (in the report language):

- Data collection tools
- Data collection mechanism

An Interim Report including a summary of formative findings from the study. The focus will be on:

- Summary of interim findings
- Any emerging program issues or risks (if applicable)
- Any changes that have had to be made to the study design (if applicable)
- Key tasks for the next stage of the study and any proposed refinements or changes to methodology (if applicable)

#### A Study **Report**\* (Draft Version – <u>template available</u>) including the following elements:

- Executive summary
- Background description of the Program and context relevant to the Study
- Scope and focus of the study
- Overview of the study methodology and data collection methods, including a Study matrix
- Findings aligned to each of the key Study questions
- Specific caveats or methodological limitations of the research
- Conclusions outlining implications of the findings or learnings
- Recommendations
- Annexes (Project logframe, study ToR, Inception Report, Study schedule, List of people involved) A consolidated set of feedback from key stakeholders will be provided by Save The Children within one week of the submission of the draft report.

Data and analyses including all encrypted raw data, databases and analysis outputs

**Validation workshop (x2):** the findings are to be shared with relevant project stakeholders during which discussion around the findings and group analysis will take place. The findings will also be shared with the advisory group and the report should be updated according to the discussions under those 2 validation workshops.

**Final Study Report\*** incorporating feedback from consultation on the Draft Study Report and discussions during the validation workshops

#### Child-friendly version of the Final Study Report (3-5 pages)

#### **Knowledge translation materials:**

- PowerPoint presentation of Study findings
- Evidence to Action Brief\*\*
- A short summary/fact sheet (max. 2-3 pages) in Arabic and in English

<sup>\*\*</sup> The Evidence to Action Brief is a 2-4 pages summary of the full report and will be created using the Save the Children Management Response template.



<sup>\*</sup>All reports are to use the Save the Children <u>Final Study Report template</u>. Please also refer to Save the Children technical writing guide.

All documents are to be produced in MS Word format and provided electronically by email to the SC Project Manager. Copies of all PowerPoint presentations used to facilitate briefings for the project should also be provided to Save the Children in editable digital format.

# 7. STUDY MANAGEMENT

The research consultant lead, on behalf of the research consultant team, will report to the MEAL Manager. The Programme Development and Quality Director will be responsible for approving all the deliverables. The Policy Advocacy and Communications Director is responsible for approving all externally facing deliverables.

The steering committee will consist of:

- PDQ Director
- Policy Advocacy and Communications Director
- The Child Protection Technical Advisor and Staff
- Child Rights Governance Program Manager
- MEAL Manager

The research team will update the MEAL Manager on progress on a two-weekly basis, either via e-mail or through a meeting. The steering committee will convene on a monthly basis (or more frequent if relevant) to discuss progress. The steering committee will also provide feedback on the deliverables outlined above.

# 8. RESEARCH CONSULTANCY TEAM AND SELECTION CRITERIA

Interested consultants will be required to submit an Expression of Interest in line with the provided template, which should demonstrate adherence to the following requirements.

# **Understanding of Requirements and Experience**

To be considered, the research consultancy team members together must have demonstrated skills, expertise and experience in:

- Designing and conducting research using a non-experimental design
- Conducting studies in the field of child protection and/ or peacebuilding, particularly in relation to children affected by conflict
- Leading socio-economic research, evaluations or consultancy work in Lebanon that is sensitive to the local context and culture, particularly child rights, nationality/ethnicity, and gender equality.
- Conducting ethical and inclusive studies involving children and children's participatory techniques
- Conducting ethical and inclusive studies involving marginalized, deprived and/or vulnerable groups in culturally appropriate and sensitive ways
- Managing and coordinating a range of government, non-government, community groups and academic stakeholders
- Experience conducting studies in humanitarian contexts and complex crises
- Strong written and verbal skills in communicating technical and/ or complex findings to nonspecialist audiences (especially report writing and presentation skills)



- A track record of open, collaborative working with clients
- Good English writing skills
- Enumerators and report writer/data analyst must know Arabic
- Enumerators and facilitators must be social workers or have a child protection background

#### There is a high expectation that:

- Members (or a proportion) of the research consultancy team have a track record of previously working together.
- A team leader will be appointed who has the seniority and experience in leading complex study projects, and who has the ability and standing to lead a team toward a common goal.
- The team has the ability to commit to the terms of the project and have adequate and available skilled resources to dedicate to this study over the period.
- The team has a strong track record of working flexibly to accommodate changes as the project is implemented.

# **Financial Proposal**

Save the Children seeks value for money in its work. This does not necessarily mean "lowest cost", but quality of the service and reasonableness of the proposed costs. Proposals shall include personnel allocation (role / number of days / daily rates / taxes), as well as any other applicable costs.

# 9. SCHEDULE OF PAYMENT

The following payments will be made to the consultant using an agreed mode of payment:

- Upon approval of inception report and tools: 20%
- Upon submission of First Draft study Report: 30%
- Upon approval of final study report: 50%

# 10. HOW TO APPLY

If interested in applying for this study, responses should be submitted no later than 29th of August 2023 at 12:00 P.M. Lebanon by email:

Interested consultants/consultancy firms are required to submit their proposals to the following email address: **leb.procurement@savethechildren.org** using the following subject line "PR343787 – Centrality of protection research".

Should you have any further technical questions please contact us.

Proposals must include docs/proof/sample that are outlined in the evaluation criteria

# 11. ANNEXES

Annex 1: SCI Evaluation Scoring for prospective consultants (Adapted for Research)



	mpletion)
1. Does the research report clearly identify the purpose of the research	_
key objectives, questions and criteria) as set out in the research' Term	ns of Reference
(ToR)?	
2. Are the data collection and analysis methods a clearly justified appr	
addressing the research' purpose and questions? (Do they provide val	lid, reliable and
ethical data?)	
3. Is the methodology suitably tailored to the context and population	
the research questions relate (e.g., re gender, disability, socio-econom	nic status,
geographic location, cultural context, ethnicity)?	• 111
4. Is the size and composition of the sample in proportion to the conclusion of the sample in proportion to the conclusion.	usions sought by
the research?	4: 4: - d d
5. Does the research build on what is already known, for example exis	_
tested frameworks and tools, existing data/evidence, and previous les  6. Are the methods used to collect and analyse data and any limitation	
the data and collection methodology explained and justified?	is of the quality of
7. Has any personal and professional influence or potential bias among	g those collecting
or analysing data been recorded and addressed or mitigated ethically	•
10. Is the data well triangulated, such as by using different data collect	
types of data and stakeholder perspectives?	,
4. Is the size and composition of the sample in proportion to the concluthe research?  5. Does the research build on what is already known, for example existested frameworks and tools, existing data/evidence, and previous less 6. Are the methods used to collect and analyse data and any limitation the data and collection methodology explained and justified?  7. Has any personal and professional influence or potential bias amony or analysing data been recorded and addressed or mitigated ethically?  10. Is the data well triangulated, such as by using different data collect types of data and stakeholder perspectives?  13. Are the perspectives of children & communities included in the event of the state of the discovery in the state of the state of the discovery in the state of t	idence, including
the most affected by discrimination and inequality?	
14. Are the findings disaggregated according to sex, disability and oth	er relevant social
differences?	
15. Is there a clear logical link between the data that was collected and	d analysed, and
the conclusions and recommendations presented?	
16. Are conflicting findings and divergent perspectives presented and	l explained in the
analysis and conclusions?	
17. Are the findings and conclusions of the research shared with and v	
range of key stakeholders (e.g., communities, partners, Save the Child	
18. Is the analysis and interpretation of the data well communicated t	nrough accessible
language and helpful visuals (diagrams, graphs, tables as needed)?  19. Are references, annexes and links included that provide additiona	I rolovant data
analysis or references (including key documents and which individuals	
were involved)?	s/stakeriolders
language and helpful visuals (diagrams, graphs, tables as needed)?  19. Are references, annexes and links included that provide additiona analysis or references (including key documents and which individuals were involved)?  20. Is there a clear plan for how to use the results, including recommendations?  18. Is the analysis and interpretation of the data wen communicated to language and helpful visuals (diagrams, graphs, tables as needed)?  19. Are references, annexes and links included that provide additiona analysis or references (including key documents and which individuals were involved)?  20. Is there a clear plan for how to use the results, including recommendations these recommendations?	ndations that are
'SMART' (Specific, Measurable, Achievable, Relevant, Timebound) and	
the appropriate 'end users', a dissemination plan, and specific actions	
these recommendations?	

