



Terms of Reference

Analysis of Conflict and Power Dynamics

Fostering Social Stability through Strategic Communications

Search for Common Ground (Search) is a non-governmental organization working to transform the way the world deals with conflict. We have acquired over 35 years of experience in peacebuilding and are based in over 30 countries around the world. Search first worked in Lebanon in 1996, addressing multiple issues arising within Lebanon's diverse society. In each project we seek to engage all stakeholders to work together to address shared challenges and develop joint solutions. We have led programmes around the world to help societies channel their differences away from adversarial approaches and towards collaborative solutions with activities that range from conflict mediation and peace education to stabilisation and women's empowerment.

Project information

The project aims *to* promote social cohesion amongst and between host communities and refugees in Lebanon and will be implemented over a period of 21 months. *It has* two specific objectives:

SO1. Cultivate collaborative and positive dialogues and narratives amongst and between host communities and refugees in target communities across Lebanon;

SO2. Shift public perceptions towards greater trust and respect amongst and between host communities and refugees in target communities across Lebanon;

Expected results

- Refugees and host community members have increased opportunities for and awareness of collaboration and positive interaction through dialogue and joint activities
- Refugee and host community members have increased positive perceptions of the 'other' through access to positive social discourse and joint opportunities

Target groups

The project will target a broad range of stakeholders including refugees, members of the host communities, municipalities, local influencers, bloggers, media influencers, Ministry of Interiors and Municipalities, Ministry of Social Affairs, Ministry of Information and finally the peace building community at large.

Objectives of the Analysis

Search is seeking a consultant to conduct a nationwide analysis of conflict and power dynamics to understand triggers that cause tension between host communities and refugees, as part of a project that aims to promote social cohesion. The geographical spectrum will focus on key hotspot communities in the governorates of Akkar, North, Mount Lebanon, west and central Bekaa, and Baalbek-Hermel.

A conflict analysis is “a systematic study of the political, economic, social, historical, and cultural factors that directly influence the shape, dynamics and direction of existing or potential conflicts. It includes an analysis of conflict causes and dynamics as well as assessments of the profiles, motivations, objectives and resources of conflict protagonists.”¹

¹ Guidance on Evaluating Conflict Prevention and Peacebuilding Activities. Paris: OECD-DAC, 2008: 11

The study will focus on the collection of quantitative and qualitative data to grasp trends in conflict and power dynamics at the community level, the stakeholders involved and their relationships, and the potential avenues for transforming the conflict.

The consultant will work closely with Search Lebanon team and Design, Monitoring & Evaluation Regional Specialist, MENA to ensure that all milestones are met. The consultant will also act as focal point on all issues including logistics and recruitment of local researchers, and will sign off on the final papers in consultation with the Design, Monitoring & Evaluation Regional Specialist MENA, and with the final approval of the Lebanon Country Director.

Overall, the Analysis aims to:

- Analyze conflict and power dynamics between host communities and refugees;
- Understand triggers that cause tension within Lebanese communities and specially between Syrian refugees and host communities;
- Identify key influencers, and possible champions in each community;
- Analyze the conflict in order to see where Search is most likely to make a change (identify entry points);
- Provide overall recommendations for the project implementation and specific guidance for the rapid response component of the project.

Methodology and Approach

The Search approach to the study is grounded in the guiding principles of our work: participatory, culturally sensitive, committed to building capacity, affirming and positive while honest and productively critical, and valuing knowledge and approaches from within the context. Search and the hired consultant will agree upon a joint set of standards when negotiating the final contract of agreement. The below principles should be taken into account:

- Inclusiveness—the methodology should include a wide range of viewpoints, specifically gender and age-sensitivity when applicable.
- Mixed-method approaches—both qualitative and quantitative methods need to be present in the methodology.
- Rigor of evidence—gathered information needs to be reliable and transparent
- Ethics—the methodology needs to consider ethics in order to insure that the evaluation is fully objective.

The sample size should be adequate and representative of the target groups. In addition the study should employ both quantitative and qualitative participatory methods.

Indicative analysis questions

What is the nature of the conflict? Is it a primarily political, social, economic, cultural, ideological conflict?

What are the political / social/ cultural /economic / ideological dimensions?

What is the history of the conflict and how did it develop to this point in time?

What are the key dividing lines in the society? Which ones have the most potential to lead to violent conflict?

Who are the primary and secondary stakeholders in a conflict? What are their core positions and interests? Groups/ Institutions/ Individuals

Who are the potential influencers of peace? What level of influence do they have over the system?

What are the power relationships among these groups?

How are the major stakeholders pursuing their objectives?

What information is disseminated about the conflict? How is it disseminated?

What perceptions of the conflict and one another do the key stakeholders have? How are those perceptions formed?

What are the core narratives of the conflict? Are they competing or compatible? How are those narratives shaped? Are they mutable?

What changes is the conflict producing on the roles of men and women?

What are the root causes of the conflict?

What are the key driving factors which contribute to conflict?

How do those key driving factors relate to each other? Which are the most influential? Which are mutable? What are the dynamics between the various causes, the strong and weak links?

What are the dynamics which create an environment conducive to violent conflict?

What are the prevailing attitudes which exist in the population that create conditions supportive of violence?

What are the opportunities for building peace?

What change in the conflict system do we want to cause?

Which short-term changes can have the longest lasting effect on the system?

In addition to the key questions above, the study will seek to provide data for the below (tentative) indicators:

- Level of acceptance of local community members towards refugees
- Current level of mutual trust between community members and refugees
- Level of exclusion and reported by refugees

- Level of perception of community members and refugees regarding their safety
- What is the current level of perception and tolerance of targeted host community members in relation to refugees ?
- What is the current level of perception and tolerance of targeted refugees members in relation to host community members?

The analysis report will draw on the following sources:

- Desk study review: It is important to review project documents, logical framework and other relevant sources of data to complete the assessment.
- Key informant interviews: Interviews will be conducted to gather in depth information on key questions.
- Focus group discussions to gather in depth information regarding the key questions described above.
- Community Surveys: Surveys should be distributed to members of the community including men, women, and youth groups and others as appropriate to collect numerical information related to the study's key questions.

Expected deliverables

- **The inception report** : Within Ten days from signing the contract, the consultant should submit an Inception report, which clearly defines the evaluation methodology, such as clear outlines for the focus group discussions, KII questions, survey questionnaires and research timeline with specific deadlines for each deliverable. The inception report should also clearly explain the sampling methodology and sample size for the quantitative survey and a clear and logical number for the KIIs. The report will also include an evaluation matrix to ensure evidence -based findings and triangulation.

The full inception report and the data collection tools need formal approval from Search before starting the data collection in the field.

- **Training of enumerators;**
- **Supervision and participation in data collection;** Oversight of the data coding process;
- **A draft Analysis report** to be submitted within 10 days of completion of the data collection for review and comments from Search country team and the Design, Monitoring & Evaluation Regional Specialist, MENA. The review and feedback of the report could be more than one round depending on the quality of the report and the extent to which the comments and suggestions from the first round have been incorporated. The report will be reviewed by for Search staff and partners;
- **A Final Analysis Report** to be submitted after incorporating the comments of Search. The report should be written in English, 30 pages excluding annexes, consisting of:
 - Cover page, Search will provide sample cover sheet for reference
 - Table of contents, list of acronyms, abbreviations and list of tables and charts.

- Executive summary of key findings and recommendations – 3-4 pages.
- Background information and context analysis presented per key criteria with a brief description
- Methodology with clear explanation of sampling and limitations, KIIs, participants' selection and data analysis approach.
- Research findings, analysis, with associated data presented, where appropriate in clear graphs or charts. The findings can include subsections for each research criterion.
- Appendices should research instruments, list of interviewees. document consulted. Updated logical framework with measures for relevant indicators
- Conclusion and Recommendations should be framed according to the data and research indicators

Once the draft is submitted and reviewed, Search may decide based on the quality of the draft whether the consultant may be required to revise the draft, working closely with Search DM&E manager as necessary.

The report should be submitted electronically in a MS – Word document. The consultant is responsible for English editing of the final report which should be well formatted. The report will be credited to the evaluator and potentially placed in the public domain at the decision of Search.

All handwritten and electronic transcripts of interviews and KIIs, hard copies of survey questionnaires, photographs taken during the assessment and any equipment received from Search for the purpose of the study should be submitted to Search. Furthermore all information generated during the study will be the sole property of Search and is subject to submission to Search along with the final report, prior to the end of the contract.

- **PowerPoint presentation of findings and recommendations** to Search
- **Submission of the databases to Search**

The primary audience of the conflict analysis will be SFCG, its implementing partners and the peace building community at large. Recommendations should emerge from the study to inform the project and project activities.

Logistical Support

Search Lebanon will provide the consultant with logistical support through:

- Ensuring that the consultant receives key documents in a timely manner
- Arranging meetings with the project team and key staff

Search estimates the consultant would need between 35 to 40 working days to conclude the study. Timeline will defined before the inception phase of the study.

Consultant's Qualifications

Search Lebanon seeks an experienced Consultant with the following qualifications:

- Excellent written and spoken English skills required, including demonstrated ability in writing conflict analysis research and mapping of social stability issues and other information products, and fluency in Arabic
- At least 7 years of experience in research, and monitoring & evaluation of which a minimum of 5 years of related research experience, including both academic and project-oriented research
- Experience in developing and managing Focus Group Discussions, Interviews, and Surveys
- Experience in conflict transformation, gender studies and peacebuilding
- Ability to be flexible with time and work schedule while being culturally sensitive
- Attention to detail and ability to meet tight deadlines
- Capable of establishing and recruiting a network of local researchers who will assist in conducting the assessment and mapping
- Able to read, digest and accurately analyse large amounts of information, provide succinct summaries and explain the significance of that information

In addition, the consultant is required to respect the following Ethical Principles:

- *Comprehensive and systematic inquiry: Consultant should make the most of the existing information and full range of stakeholders available at the time of the review. Consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.*
- *Competence: Consultant should possess the abilities and skills and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.*
- *Honesty and integrity: Consultant should be transparent with the contractor/constituent about: any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, any risk that certain procedures or activities produce misleading review information.*
- *Respect for people: Consultant respect the security, dignity and self-worth of the respondents, program participants. Consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age and ethnicity.*

Applications

To apply, interested candidates (individuals, teams and firms) are requested to submit the following documents: 1) a technical proposal proposing a methodology for the analysis together

with 2) a financial proposal for the completion of the aforementioned deliverables, as well as 3) the curriculum vitae for individuals who will be involved.

Note: Only two documents can be submitted, so the technical and financial proposals must be combined, along with a short cover letter.

Applications must be submitted to www.sfcg.org/employment/ before October 9th, 2019.