

## Terms of Reference

### Baseline and Gender Assessment

*Promoting Inclusive Governance in Wadi Khaled in Lebanon*

## 1. Context

### About Search for Common Ground

Search for Common Ground (Search) is a non-governmental organization working to transform the way societies deal with conflicts. We have acquired over 30 years of experience in peacebuilding and are based in 53 local offices worldwide. We strive to build sustainable peace for generations to come by working with all sides of a conflict, providing the tools needed to work together, and finding constructive solutions. While conflict is inevitable, violence is not! Our mission is to transform the way the world deals with conflict, away from adversarial approaches and toward cooperative solutions. Instead of tearing down an existing world, we focus on constructing a new one. We do this through a type of peacebuilding called “conflict transformation.” We shift the everyday interactions between hostile groups of people, so they can work together to build up their community, choosing joint problem-solving over violent means. Search first worked in Lebanon in 1996, and we opened up our office in Beirut in 2008. Since then, our activities and capacities have grown significantly. We rely on local staff as well as local partner organizations in order to ensure our work is culturally sensitive, sustainable and well-grounded in the context.

For more information, visit [www.sfcg.org](http://www.sfcg.org) and <https://www.facebook.com/sfcg.lebanon>.

### About the project

<b>Project's name</b>	Promoting Inclusive Governance in Wadi Khaled in Lebanon
<b>Project's donor</b>	Global Affairs Canada
<b>Project's length</b>	20 Months
<b>Project's geographical scope</b>	Wadi Khaled – Akkar - Lebanon
<b>Project's Objectives</b>	Improve collaboration between local leaders and their constituents in addressing local needs
	Increase representation of marginalized groups (e.g. youth and women) in addressing local needs



## Understanding the background

The region of Wadi Khaled is a cluster of 22 villages in the Akkar governorate in Northern Lebanon on the Lebanese-Syrian borders. Located at 80 kilometers from the city of Tripoli, Wadi Khaled is home to a tribal and extremely conservative society composed of a Muslim Sunni majority with small groups of Alawites and Shiites, who did not receive full citizenship rights until 1994. Some residents remain, until today, without citizenship, mostly because of bureaucratic reasons.

Wadi Khaled is one of the most impoverished and politically marginalized areas of Lebanon. The lack of basic infrastructures has dramatically affected the socio-economic conditions in the region, and is obstructing the access of its inhabitants to basic rights and services. Trade across the Lebanese-Syrian border has been the main economic activity and source of livelihood in Wadi Khaled; however, the Syrian crisis has negatively impacted the local economy.

Tribal identities remain stronger than any other social local governance framework in Wadi Khaled. Moreover, those structures are used to channel and consolidate tribal influence in the region. As such, local dynamics in Wadi Khaled are denying to community members an inclusive and participatory governance where they can voice their concerns and be represented. A number of stakeholders, such as women, youth and marginalized groups find themselves excluded from decision-making processes. In addition, the geographical location of Wadi Khaled is at the basis of salient sense of distrust among its inhabitants towards outsiders, which complicates operations of local and international organizations in this area.

As of the beginning of the Syrian crisis thousands of Syrians fleeing war settled in Wadi Khaled due to geographical proximity. Although the relations between Syrian refugees and host communities in Wadi Khaled have been relatively harmonious, the increase of vulnerable populations (Syrian and local) has strained the already limited resources and economy in the area. The arrival of Syrian refugees has also created a shift in the demographics and sizes of the different clans, with long-standing rivalries, thus increasing the risks of tensions and potential conflict.

## 2. Objectives of the evaluation

### Objectives of the evaluation

To promote stabilization through inclusive governance in Wadi Khaled, from April 2017 to March 2019 Search implemented the Diwan project with funding from Global Affairs Canada. The project promoted trust and collaboration among municipal leaders and citizens, and built the capacity of the municipalities on the principles of accountability, inclusivity and transparency in governance. Through these capacity-building opportunities, round-table discussions, large-scale dialogue sessions, and community initiatives, the project broke down stereotypes and mistrust between different groups in Wadi Khaled. Based on the reflection and evaluation conducted for the project, Search is proposing a second phase of the Diwan project to **foster stabilization in Wadi Khaled through inclusive governance**. Search is proposing a two-year project that will lay the groundwork for increased inclusivity in Wadi Khaled.

### The Baseline Objectives are

- Provide benchmark information for measuring project outcomes based on the project logframe particularly in the following thematic areas;
  - Improved collaboration between local leaders and their constituents in addressing local needs
  - Increased representation of marginalized groups (e.g. youth and women) in addressing local needs
- Inform and refine key programmatic decisions
- Deliver an in-depth understanding of gender gaps in Wadi Khaled, including special needs, constraints and challenges as well as opportunities, met by individuals and groups, with a focus on youth and women in the area
- Advise on the development of gender sensitive indicators in relation to participation and representation in local governance in Wadi Khaled.

### Scope of the evaluation

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The scope of the Gender Assessment is to measure the impact of gender gaps in terms of participation and representation in local governance in all the municipalities that are included in the Diwan project (22 villages), mainly the municipalities of: Wadi Khaled, Khat Petrol, Fared, Hishe, Awwade, Amayer-Raj Issa, Rama, Moqaibla and Bani Sakher.

The assessment will provide quantitative and qualitative information, sex-age disaggregated data, and analysis on the gender situation in Wadi Kahled as per the following:

- **Socio-cultural context;** Tribal groups, family structure, children, youth, stateless individuals/groups, traditional laws...
- **Socio-economic context;** Poverty, income distribution, demographics, education background, provision and access to services and resources through the whole life cycle.
- **Governance-political setting;** Process of transformation, participation and access to power, representation and participation in local governance structures (municipalities...)
- **Governance, civil society, INGOs and private sector response.**
- **Relevant actions taken and planned by key actors to address the issues mentioned above.**

For each of the aforementioned areas, the consultant shall provide information and analysis, shortcomings and main challenges to be addressed, in addition to a set of recommended actions.

In addition, the study will provide baseline information on;

- The level of current collaboration between local leaders and community members in addressing local needs
- The existing skills in carrying out responsibility in local governance
- Participation of women and marginalized groups in local governance

## Methodology

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The baseline and the gender assessment will be proposed to apply both qualitative and quantitative data collection methods in Wadi Khaled. The consultant will advise on the method to select informants and surveyed population in addition to the numbers targeted. The tools proposed should be easy, context sensitive, include open-ended questions, ensure the Do No Harm principle and participatory.

## Timeframe

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<b>Task</b>	<b>Number of working days needed</b>	<b>Expected Date</b>
Collect and analyse available secondary data related to project objectives	3	Jan 28, 2020
Develop baseline assessment and gender assessment tools covering the required scope of work as well as brief field work implementation plan	5	Feb 4, 2020
Draft and submit the Inception report including the desk review and proposed tools	3	Feb 4, 2020
Conduct primary data collection in targeted project locations.	20	Feb 29, 2020
Present preliminary findings to Search	3	Mar 4, 2020
Draft baseline report and submit to Search	5	Mar 11, 2020
Incorporate comments and submit final draft version	3	Mar 17, 2020

## Expected results and deliverables

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- An inception report (draft and final) that will propose a detailed step-by-step methodology and work plan, initial analysis based on desk review and tools
- A Draft report for review by Search staff
- A Final report (35 pages max in length, excluding appendices) that consists of -amongst other things- the following elements;
  - Executive summary
  - Table of contents
  - Research findings and conclusions with associated data presented in line with the agreed tools and questions
  - Recommendation for decision making
  - Appendices which include detailed research instruments, list of interviewees, evaluator biography
- A powerpoint presentation of the report
- The data bases
- A short summary report (4-5 pages) meant to be shared with audiences outside Search
- In addition to these outputs, the consultant will provide full and oral feedback to Search's key stakeholders via a debriefing of the field mission at the end of it at Search's office in Beirut.

## Requirements of consultant

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- Proficiency in English and Arabic
- More than 5 years of experience in project evaluation or the equivalent in DM&E expertise, including collecting data in interviews, surveys and focus groups
- Expertise in gender analysis, gender mainstreaming and women's participation
- Experience in working with international organizations
- Experience conducting large-scale quantitative surveys
- Evaluation methods and data collection skills
- Solid communication skills, cultural awareness and sensitivity;
- Demonstrated ability to write high quality, methodologically sound and analytical papers in English;
- Ability to work with people from various social and professional backgrounds and at all levels, (high-level officials to community leaders...);
- Knowledgeable of local governance (municipalities) context;
- Experience in social stability and peace-building in rural areas would be an asset;
- Familiarity with, and experience in Wadi Khaled is a plus.

*The consultant is required to respect the following Ethical Principles<sup>1</sup>:*

- *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

Interested consultants /consulting firms are requested to submit the following documents:

- 1) Personal C.V.(s) or company profile.
- 2) Commercial / financial registration documents (if applicable)
- 3) Proposed methodology and work plan (based on the ToR requirements).
- 3) Technical and financial offer.

Please submit your application before Jan 23,2020 to [siskandar@sfcg.org](mailto:siskandar@sfcg.org); [mkhoury@sfcf.org](mailto:mkhoury@sfcf.org) and [sghaddar@sfcg.org](mailto:sghaddar@sfcg.org)

Contact person: Sarah Belle Iskandar; [siskandar@sfcg.org](mailto:siskandar@sfcg.org)

Only short-listed candidates will be contacted.

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<sup>1</sup> Adapted from the *American Evaluation Association Guiding Principles for Evaluators, July 2004*