

Terms of reference

“Revision of the joint country strategy 2024-2028 of the CPS program in Lebanon.”

Objective: Country-wide context and conflict analysis (joint country strategy document¹) for the CPS program in Lebanon.

Product: Context and Conflict analysis Lebanon
Facilitation of a workshop with forumZFD and CPS/GIZ
TLS strategy document

1. General Information: CPS & TLS - A synopsis

Since 2009 the Civil Peace Service (CPS) in Lebanon is carried out by two CPS organizations: the [CPS/GIZ](#) and the [forumZFD](#). The planned joint country strategy (TLS) 2024-2028 will be a review of the current TLS and is to be formulated and expected to provide the CPS organizations in Lebanon with overall objectives and approaches.

The two organizations agreed to conduct a context and conflict analysis study. The result of the context and conflict analysis will feed into the TLS strategy workshop and the final TLS strategy document. The purpose of this assignment is to support the CPS organizations in Lebanon in the process of developing the TLS strategy document.

2. Context

The working context of CPS Lebanon is characterized by uncertainty and volatility. The starting point for the TLS is an analysis of the context and conflict environment: Lebanon is facing a deteriorating security situation as it descends deeper into an economic crisis that has dragged most of its residents into poverty according to UN statistics. While its historic sectarian disputes, political divisions and foreign interference remain acute drivers of conflict, latest events like the COVID-19 pandemic, the Beirut port explosion or the state failure to provide the most basic services are fueling brain drain as well as communal anger. Xenophobe episodes against refugees are rising in the country with the most displaced per capita. As Lebanese institutions deteriorate, most vulnerable groups like women and children are left unprotected. Security functions are often dependent on informal structures with political affiliations raising sectarian tensions and resurging unaddressed civil war grievances.

Within the conflict analysis, therefore, both internal and regional changes play a role. The CPS works in Lebanon with civil society organizations to develop opportunities for social and political participation, cooperation with educational institutions on dealing with the past, non-violent communication, dissemination of conflict transformation methods and enhancing processes towards a culture of social cohesion between host and refugee communities.

¹ Joint Country Strategy = Trägerübergreifende Landesstrategie (TLS)

3. Objective

The aim of the context and conflict analysis is to develop a joint country strategy of the CPS program in Lebanon (2024-2028). This requires in a first step updating the existing context and conflict analysis, in particular the revision of key driving factors, main actors, and lines of conflict within the country, as well as its interaction with regional powers. Particular attention should be paid also to the situation of Syrian and Palestinian refugees, dealing with the past, opportunities for youth to participate in political decisions as well as civil society organizations and the importance of gender roles in the conflict. An important part of the analysis should account for the identification of peace needs and peace potentials. Equally importantly, the strategy paper should address, tackle and incorporate some relevant cross-cutting issues, explicitly: gender, human rights, and conflict sensitivity.

In a second step, the results of the analysis will be the main input for a facilitated discussion process (workshop) between the CPS organizations, its partner organizations and stakeholders, which will define the joint country strategy.

4. Product: The building blocks of TLS

The country-wide **conflict and context analysis** serves as a basis for the development of the joint country strategy 2024-2028 of the CPS program in Lebanon. The CPS guidelines stipulate the following structure:

- Introduction
- General information about the CPS in the country concerning: history, current profile, participating CPS agencies, overview of the process undertaken to develop the strategy document: procedure, stakeholders that took part, methods.
- Systemic analysis of the context and relevance
- Analysis of the central conflict lines, root causes of conflict, peace needs and potentials for peace and its overall relevance.
- Key actors and needs

The conflict and context analysis should include the following content:

- I. A contextual analysis that identifies structural causes of conflict and violence as well as relevant actors, capacities, strategies, trends, and scenarios. The structure of this should be based on the structure of Annex A.
- II. The derivation of peace needs and risks for German development cooperation incl. the identified peace potentials.

The final product should not exceed 15 pages (incl. introduction and conclusion).

5. Consultant's to-do list

The conflict and context analysis describes aspects of conflict and violence as well as their interactions. It analyzes conflict causes (conflict factors and root causes, factors that keep conflicts alive). Furthermore, it describes key actors and their interests and needs as well as conflict dynamics. Additionally, the peace needs and peace potentials of the civil society in Lebanon. National power relations must be kept in mind as well as the existing resources and approaches to dealing with conflicts and violence. Relevant national policies, as well as the strategies of other donors, should be considered and emerging trends analyzed.

Preparation: **Set-up phase**

- Carefully read through, assess and evaluate the current TLS strategy document, and formulate concrete additions, changes, etc. for the update of the context and conflict analysis where deemed needed.

Implementation: **Execution phase**

- Collect secondary information and data through desk-based research as well as primary data by means of interviews. A list of potential interview partners will be provided and should be enhanced by the consultants' own list of interviewees. The final selection of the interview partners is defined in consultation with the client. Information and data gathered throughout would eventually inform and feed into the TLS document.
- Prepare and conduct/facilitate a workshop to develop the strategic approach of the CPS in Lebanon. Results would feed into the TLS document.

6. Coordination

The consultant will closely coordinate his/her assignment with forumZFD and CPS/GIZ and the TLS task force. The CPS coordination team will support the consultant in compiling materials for the draft TLS strategy document and in establishing contacts with CPS partner organizations and other stakeholders. Moreover, during the preparation and facilitation of the workshop, the contractor will be supported by the CPS task force. The two CPS organizations will be responsible for the overall logistical organization of the workshop.

7. Expected deliverables

- Development of new conflict and context analysis, ideally supported by a visual representation ("Causal Loop Diagram"- like)
- Revise first draft of conflict and context analysis after feedback through TLS task force
- Facilitation of the TLS workshop
- Draft new TLS strategy document, revise it after feedback and prepare final document

8. Consultant profile

- Master's degree in Public Economics, Sociology, Political Science, Journalism — or any other relevant field
- A minimum of 5 years' relevant professional experience in consulting or any other capacity. Any previous exposure to peacebuilding and conflict transformation programmes is considered an asset
- A track record of drafting high-quality narrative reports of findings, including Civil Peace Service strategy papers
- Extensive knowledge of and research experience in the Middle East region
- In-depth knowledge of Lebanon's historical, political, social, and cultural context
- Thematic expertise (e.g., peacebuilding, fragile contexts, women and youth participation, gender, etc.)
- Familiarity with quantitative and qualitative research techniques and methods, including conducting in-depth interviews with boundary partners and other key stakeholders, analyzing interview data, and performing text analytics (when and as needed)
- Project management experience is desirable
- Strong interpersonal and communication skills
- Full proficiency in English (written and spoken). Arabic is an asset.
- Exceptional presentation and facilitation skills for workshops
- Ability to meet deadlines
- Demonstrated integrity and ethical standards

Other requirements

- Experience in designing and facilitating strategy developing processes — using an assortment of approaches and tools with an emphasis on employing a collaborative thinking approach
- Experience working with multi-stakeholder, multi-sector groups forging collaboration, and collective agreement across differences of opinion and perspectives
- Adequate experience in gathering, analysis, interpretation and application of national and local relevant information on political, social, economic, technological, legal and cultural contexts

9. Preliminary Timetable

| Task | Due date (by) | approx. Working Days |
|---|---------------|----------------------|
| Briefing and official kick-start of the research process | 01/03/2023 | |
| Submission of conflict and context analysis: First draft validation | 30/04/2023 | 13 |

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|---|------------|-----------|
| WORKSHOP for strategy development including preparation and follow up | 31/05/2023 | 10 |
| Submission of TLS strategy paper: first draft | 30/06/2023 | 6 |
| Feedback loop | 31/08/2023 | 1 |
| Final version | 30/09/2023 | 2 |
| Travel | 05/2023 | 2 |
| TOTAL | | 34 |

10. How and when to apply?

Duration: approx. 7 months

Starting date: 01/02/2023

Interested candidates, being individuals or companies, nationals or internationals, should forward a CV and cover letter to **application-lbn@forumzfd.de**, with the vacancy reference “*Application for Consultancy for TLS strategy paper*” clearly marked in the subject line. Applications should be received **no later than 20th January 2023**.

All applications should incorporate the following:

- A two-page technical proposal (e.g. summary of assignment, suggested methodology etc.)
- An overall budget and consultancy fees
- Work samples, at least one (e.g. strategy papers, consultancy reports, etc.)
- Three professional references. To include the person's name, job title, company, e-mail address, and phone number under each reference.

11. The successful candidate

A two-fold screening and selection process: 1) applications would be meticulously screened and applicants shortlisted based on quality and content of their technical proposal, the competitiveness of their financial proposal, and their availability throughout the year, 2) and then, invited for an online panel interview with representatives from both CPS organizations.

Interviewed (shortlisted) candidates would be informed of the final hiring decision by approx. end of January / early February 2023.