**Terms of Reference**

**Peace Building in Lebanon Outcome Evaluation**

**April 2016**

1. **Background:**

Lebanon, a country of four million people, has demonstrated unfaltering solidarity towards displaced populations by receiving 36% of the Syrian refugees in the region. Already severely economically impacted by the conflict, it now hosts over 1 Million refugees from Syria, adding to a pre-existing Palestine refugee population of 280,000. Refugees make up over one fifth of the population. The cumulative economic, social and security consequences are profound and enduring. In addition, the Syrian crisis has also exacerbated many of the existing divisions between the Lebanese communities and given rise to tensions between the Lebanese and Syrian refugees.

In response to this new situation, UNDP Lebanon has taken lead of the social stability and livelihoods sector under the Lebanon Crisis Response Plan with an aim to supporting host communities and reducing tensions. A key area that UNDP has been working on through the Peace Building in Lebanon project has been to strengthen social cohesion through multiple angles. The work that was initiated in 2013 is now in its third year and the main area of work have been:

1. Promoting social cohesion through public school hosting Lebanese and Syrian students
2. Empowering the media to promote balanced and conflict sensitive media coverage
3. Empowering local communities to prevent and address tensions with a specific focus on communities hosting refugees
4. Supporting a national NGO’s platform to promote nation-wide truth and reconciliation and ex-fighters’ role in promoting peace building

UNDP’s work in this area falls with the wider Regional Refugee and Resilience Plan (3RP), which aims to address refugee protection and humanitarian needs and strengthen the ability of communities and governments to cope with and recover from the crisis.

Three years into the work that has been carried out, the UNDP Lebanon Country Office is keen to carry out an evaluation of the work done under this area and support the Country Office in developing its programming targeting youth as agents of change as well as key actors in preventing violence extremism.

1. **Evaluation Methodology & Scope of Work**

The Outcome Evaluation/Assessment should be distinct from a standard Project Evaluation. First, the Evaluation Mission should review contributions of the Project to the achievement of the outcome, “Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes” and against the outputs of the project.

The Evaluation Mission should apply the standard UN Evaluation criteria for development projects, including: Impact, Effectiveness, Relevance, Efficiency and Sustainability to review the project contributions. The methodology should build in a conflict sensitive evaluation methodology, which implies a linkage and consideration to the changed conflict dynamics and how the project was able to adapt (or not) to it and whether it was able to (constructively) impact the conflict dynamics. In addition, the Evaluation Mission should look at best practices, the national needs for further capacity development and an *Exit Strategy*.

In order to arrive at conclusions regarding the Project contributions, the Mission should review all necessary literature; the Project Documents, Project Progress Reports, project publications and unpublished outputs, as well as any available conflict analysis. The mission should also review some of the documents produced by project partners. The mission will also review the financial information of the project. The Mission will also need to hold interviews with national and local stakeholders including ministries (Education, Information, Interior and Municipalities, Social Affairs), research institutions, municipalities, local and international NGOs, Media professionals and institutions and other related agencies (partner UN agencies like UNHCR, UNICEF).

The mission should also support the country office in developing its programming around youth empowerment taking into account the latest research carried out around this topic both nationally and internationally as well as the work already being carried out by other UN partners and NGOs. More specifically, the mission ought to consider how youth can be empowered as to act as positive change agents and key actors to prevent violence extremism.

1. **Expected Outputs and Deliverables**

The mission is responsible for submitting the following deliverables to the Programme Analyst of the Crisis Prevention and Recovery Programme:

1. **An Evaluation report (Suggested number of working days: 20 days)**
* **Inception Report**; The mission will start with a desk study to review documents (such as project documents, work plan and supporting documents, etc.) and liaise with the UN partners in order to submit an inception report describing the framework he/she will use to undertake the evaluation. It will provide a detailed methodology, i.e. how each question will be answered by way of data collection methods, data sources, sampling and indicators. The report must also contain a work plan, which indicates the phases in the evaluation with their key deliverables and milestones.
* **Draft Final Evaluation report**;

The mission shall conduct field visits to meet with partners, conduct interviews, and focus groups with project partners, project staff, project stakeholders, beneficiaries, service providers, etc. The mission will be responsible for conducting a debriefing with the key actors he or she has interacted with.

The Draft Final Evaluation report will contain the same sections as the Final report. It will also contain an executive summary that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, best practices, lessons learned, conclusions and future recommendations.

This report will contain the following sections at a minimum:

* Cover Page
* Executive summary
* Introduction: Project description, purpose of evaluation, methodology, constraints
* Findings and analysis of (based on conflict sensitive evaluation methodology):
	+ Relevance
	+ Effectiveness
	+ Efficiency
	+ Impact
	+ Sustainability
* Conclusions and recommendations
* Best practices, lessons learned and constraints
* Summary of potential areas for further investigation and implication for partners’ strategies
* Annexes

Best practices and lessons learned: The findings of each evaluation area (relevance, effectiveness, effectiveness, efficiency, impact, and sustainability) should be followed by analysis and conclusion proposing recommendations to be carried out in future projects and initiatives. The conclusions that are to be presented in a priority order must be clear and practical taking into consideration the possible constraints.

This report will be shared among UN partners to seek their comments and suggestions.

**Final Evaluation report**; that is reviewed and approved by UNDP CO.

1. **Youth programming (suggested number of working days: 10 days) ;**
* **Consultations and Desk Review:** The mission shall make use of the meetings with the various stakeholders and desk review in order to identify entry gaps and comparative advantages for UNDP’s in developing a youth empowerment specific component.
* **Draft UNDP Lebanon Youth Empowerment Component:** The mission will assist the CO in designing and drafting the UNDP youth empowerment strategy and programming for the c coming period (3 years’ timeframe) and its corresponding RRF in line with the new CPD and UNSF.
1. **Institutional Arrangement**

The mission will liaise with the Peace Building Project Manager during the course of performing his/her work. Throughout the assignment the mission will work under the overall guidance of the Crisis Prevention and Recovery Unit and will report to the country director, ensuring regular communication prior to the delivery of expected results. The Mission shall ensure quality and timely delivery of the expected reports and will regularly inform the CPR team of the progress as well as any obstacles that might occur.

UNDP will be responsible for providing the mission with all necessary information related to the project in a timely thorough and transparent manner. It will be also responsible to provide clarifications and facilitation of the work.

1. **Duty Station**

The Mission will be conducting the work in Beirut with visits in the wider Beirut region.

1. **Qualifications Required**

**Academic Qualifications:** An advanced degree in conflict management or Social Science

**Years of Experience:** Minimum of 6 years of experience in the field of peacebuilding and youth empowerment, including of conducting several similar evaluations.

**Competencies:**

* Proven experience in leading of similar scale and level of conflict sensitive evaluations;
* Sound Experience with and strong skills in quantitative and qualitative research and approaches;
* Fluency in English;
* Excellent analytical and report writing skills;
* Ability to work independently;
* Strong planning and organization skills;
* Fully proficient computer literacy and use of relevant software and other applications;