

Project Summary

Planned Project	Improvement of the Inclusion of Persons with Disabilities in Lebanon through the development of service production and provision
Country/Region	Lebanon: Beirut, Mount Lebanon, Bekaa, North Lebanon (Akkar)
Partner Organisation	Arcenciel John Kennedy St, Jisr el Bacha, Sin el Fil, PO.BOX 16.5216, Beirut, Lebanon
Planned Project Duration	01-09-2026 - 31-12-2030 (52 months)
Study Purpose <i>(short-term consultancy)</i>	The aim of the requested consultancy is to assess the feasibility of a proposed project of CBM and Arcenciel, and to systematically check the extent to which the project approach can plausibly achieve the planned changes under the existing framework conditions, ensuring the proper inclusion of refugees.
Institutional Funding	BMZ Special Initiative on Forced Displacement and Host Countries (SIGA)
Commissioning organisation/contact person	CBM Christoffel-Blindenmission e.V Christian Blind Mission Jordan office: 3rd Circle, Tawfiq Abu Al-Huda St. Migrate Business Services Building, 4th floor, P.O. Box 1862, Postcode 11118 Amman, Hashemite Kingdom of Jordan
Study duration	September – November 2025 (<i>approx. 40 days</i>)
Expected Deliverables	<ul style="list-style-type: none"> • Inception report including proposed data collection tools and feasibility study question matrix (matching feasibility study questions with data collection tools); • Final report (max. 30 pages without annexes) according to CBM's report template and in accessible format; • Any data sets collected/analysed and other documents related to the feasibility study; • A summary Power Point Presentation highlighting main findings and recommendations; • Presentation of findings and recommendations in a validation workshop.
Expression of Interest	<ul style="list-style-type: none"> • A brief profile of the consultancy firm • CVs of the proposed team members • A technical offer demonstrating the consultant's understanding of these Terms of Reference, along with the proposed methodology • A detailed work plan covering the entire assignment • A financial offer, indicating expert days and all related costs (e.g. travel, accommodation, communication, translation of the report) • At least two sample reports of similar studies conducted by the consultant • A list of references with contact details of previous clients
Application Deadline	All expressions of interest should be submitted by email to: info.em@cbm.org by September 7, 2025, COB Subject: Feasibility study Lebanon

1. Background of the feasibility study

Arcenciel and CBM have been invited to develop and submit a full proposal for a project funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). The accompanying feasibility study will be carried out in accordance with the funding framework of BMZ's Special Initiative on Forced Displacement and Host Countries (Sonderinitiative Geflüchtete und Aufnahmeländer – SI GA). The initiative supports structurally oriented development cooperation projects that strengthen both forcibly displaced populations (refugees, internally displaced persons, returnees) and host communities. All projects must respond to a context of displacement, forced migration or return – whether caused by conflict or climate-related crises. Support to host populations living in proximity to camps or within displacement-affected areas is a mandatory requirement, in line with the “do no harm” principle.

Arcenciel is a Lebanese based non-profit NGO, which supports Lebanon's most underprivileged and marginalized communities, regardless of religion, political affiliation or nationality. Since its inception in 1985, arcenciel's mission in Lebanon has been to promote diversity, inclusion and sustainable development through 5 core sectors: Agriculture, Eco-tourism and Heritage; Disability Inclusion; Environment; Health and Social Care; and Youth and Education.

CBM is a Christian international development organisation, committed to improving the quality of life of people with disabilities in the poorest communities of the world irrespective of race, gender or religious belief. CBM's approach of Disability-inclusive Development is the framework of all its initiatives and the key theme which drives activities and the impact of its work. It believes that this is the most effective way to bring positive change to the lives of people with disabilities living in poverty and their communities. Through the disability-inclusive development approach and Inclusive Humanitarian Action, CBM addresses the barriers that hinder access and participation and actively seek to ensure the full participation of people with disabilities as empowered self-advocates in all development and emergency response processes.

2. Description of the project

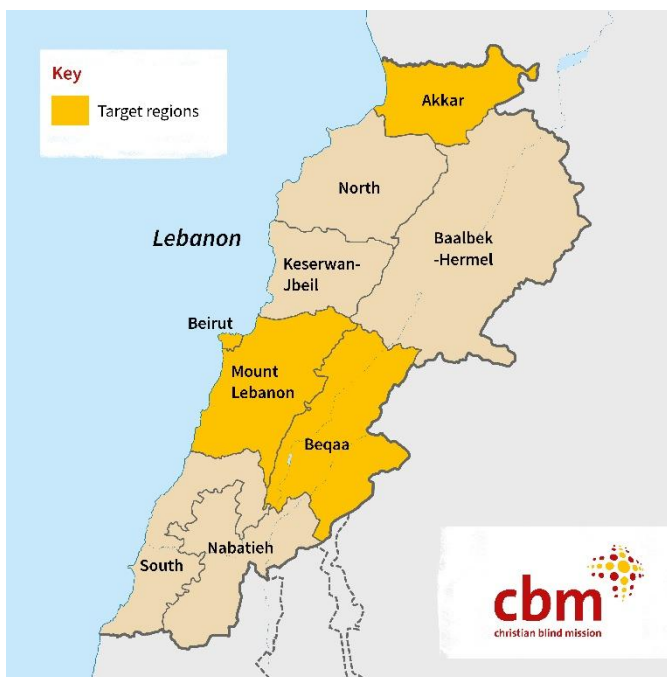
Target figures will be provided no later than at the start of the study.

The project aims to improve social cohesion and living conditions for Syrian refugees, internally displaced persons (IDPs), returnees, and vulnerable members of Lebanese host communities, including persons with disabilities. Implemented in **Beirut, Mount Lebanon, the Bekaa, and North Lebanon (Akkar)**, it focuses on a Community Based Inclusive Development (CBID) approach that fosters participation, inclusion, wellbeing, and resilience in displacement-affected areas. The project is implemented in a complex socio-cultural context. The target areas are home to a wide mix of ethnic and religious groups, including Sunni and Shia Muslims, Maronite and Orthodox Christians, Druze, and Alawites. In addition, the Bekaa Valley and Akkar host large numbers of Syrian refugees – predominantly Sunni Muslims from Homs, Idlib, and Aleppo – as well as Palestinian refugee communities.

Target Group: The primary target group consists of **Syrian refugees, internally displaced persons (IDPs), and returnees**, as well as **vulnerable members of Lebanese host communities** living in the project regions of Beirut, Mount Lebanon, the Bekaa Valley, and North Lebanon (Akkar). A strong focus is placed on **persons with disabilities, youth, and women** from both refugee and host communities who face heightened barriers to livelihoods, and social participation. In addition, the project targets **local actors** such as **municipal authorities, community leaders, civil society organisations, and small and medium-sized businesses**, particularly those involved in community development, local governance, and inclusive employment.

Project Region: The project is implemented across four key regions in Lebanon that are heavily affected by displacement, poverty, and social marginalisation:

- **Beirut:** Urban areas with high population density, socio-economic inequality, and concentrations of refugees in underserved neighborhoods.
- **Mount Lebanon:** Peri-urban and rural zones with significant refugee presence and limited access to inclusive public services and opportunities.
- **Bekaa:** One of the regions most affected by the Syrian refugee crisis, home to numerous informal tented settlements and fragile infrastructure.
- **North Lebanon (Akkar):** A border region with Syria marked by high poverty rates, ethnic and religious diversity, and limited access to basic services; a priority area for CBID.



OVERALL OBJECTIVE (IMPACT): To improve social cohesion and the living conditions of the host communities, refugees, IDPs and returnees; including persons with disabilities.

PROJECT OBJECTIVE: Refugees, IDPs and host communities are making use of livelihood and inclusive community based interventions within Arcenciel's catchment areas in **Beirut, Mount Lebanon, the Bekaa and North Lebanon.**

Result 1: A welcoming and safe environment in a public space is created for youth from different background/communities to come together for inclusive recreational activities. [**Social Cohesion**] *Target Region: Beirut and Bekaa.*

Result 2: Employability of persons with disability from both refugee and host communities and vulnerable individuals in different sectors is increased and capacities of selected businesses to employ persons with disabilities is enhanced. [**Livelihood, Employment**] *Target Region: Beirut, Mount Lebanon, Bekaa and North Lebanon.*

Result 3: Enhanced capacity of local actors contributes to the sustainable development and resilience of vulnerable communities in the project's target regions. [**Community Based Inclusive Development**] *Target Region: North Lebanon.*

3. Purpose of the feasibility study

The project is currently in its development phase and CBM is seeking to recruit a consultant to conduct a feasibility study to assess the feasibility of the proposed project and systematically check the extent to which the project approach can plausibly achieve the planned changes under the existing framework conditions. It should provide CBM and its partner(s) with sufficient information on the project opportunities and risks as well as concrete recommendations for improving the project concept. The study will be submitted to BMZ together with the project proposal.

As a first step, the study should provide an assessment on the following:

- **Situation and problem analysis** at macro, meso, micro level
- **Peace and Conflict Analysis (PCA):** This component should examine root causes of conflict, conflict dynamics and drivers relevant to the project context, and mitigating factors (e.g. peace capacities) at all levels.
- **Assessment of the local partner organization** in the respective country
- **Analysis of target groups and** key stakeholders (public & private) at macro, meso and micro level, analysis includes defining vulnerability factors and considering protection risks.

All four of the above listed components include a systematic **gender, age and disability** analyses through specific questions and request for **gender and disability disaggregated data** which is a vital part of the feasibility study.

It is important to note that the study should be complementary to any assessments/field research/information already available to CBM and its partner.

Based on this, the study should assess as a second step:

- The **feasibility of the project** concept against the OECD/DAC criteria of relevance, coherence, efficiency, effectiveness, potential impact and sustainability.
- The **inclusiveness of the project**, i.e. the active participation of persons with disabilities and other disadvantaged groups such as refugees, women, girls, indigenous population, and their representative organisations in all aspects of the project

This assessment will be made based on a first draft of the impact chain and indicators, description of activities and a draft budget to be made available by CBM and the partner organization.

4. Questions of the feasibility study

4.1 Initial situation and problem analysis at macro, meso, micro level

- In the thematic sector the project aims to address; does the design consider the relevant problems and situation of the target group?
- Which governmental and cultural/ normative frameworks (legislation, safeguarding mechanisms, etc.) pertaining to gender equality and inclusion need to be taken into consideration?
- Which local existing structures (institutions, networks, umbrella organisations, etc.) and social mechanisms can be built upon? Which gaps have been identified in the system?
- Which vulnerability factors are impacting Refugees, women girls and boys with and without disabilities after recent crisis and the new regulations affecting especially Syrian Refugees (registered and unregistered)
- Are there approaches or results from previous development projects? If so, how will they be built upon?
- Does the project description provide a differentiated analysis of the specific situations of people of different gender and ages, with and without disabilities in the target area (e.g. local gender roles, access to resources and services in different sectors, participation in decision-making bodies, skills, capacities, needs and interests)?
- Define gaps of data available and provided recommendations for further data collection and analysis needed.

4.2 Peace and Conflict Analysis (PCA)

Please disaggregate your data by gender, age (children, youth, adults, older people), refugee experience (refugee, IDP, returnee, host community), disability.

- **Types of Conflict:** Is it interstate, ethnic, religious, or resource-based, etc.?

- **Actors Involved:** Who are the main parties to the conflicts mentioned? Are there external actors involved?
- **Root Causes:** What are the underlying grievances and issues that fuel the conflict (e.g., economic inequality, political exclusion, historical injustices)?
- **Dynamics of Conflict:** How do these actors interact with each other? What are the power imbalances, alliances, and escalation triggers?
- Who is most affected by the violence/conflict and how? (Disaggregated data)
- Which target groups need special support or protection because they are exposed to sexual or gender-specific discrimination, disadvantage or violence (e.g. forced and early marriage of young girls, stigmatisation of LGBTIQ people, people with disabilities)?
- **Peace Capacities:** What are the existing structures and resources within society that can promote peace (e.g., civil society organizations, religious institutions, traditional justice systems)?
- **Existing Peace Efforts:** Are there any ongoing peace processes or initiatives? What are their strengths and weaknesses?
- **Interests of Stakeholders:** What are the motivations and interests of the different parties involved? Are there any common interests that could provide a basis for negotiation? Are there any gate keepers that might hinder successful project implementation?

4.3 Local project implementing partner organization in the partner country

- What is the special expertise that justifies the selection of the partner to implement the proposed project?
- Is there a need to strengthen the ownership of the local implementing partner?
- Are there any relevant technical or methodological competences/ capacities that the partner should develop to better implement the planned project?
- Will capacity-building measures be necessary to strengthen the capacities of the local partner organisation in relation to **gender equality** and **inclusion** approaches in accordance with the project objectives (e.g., training in human rights and women’s rights and in participation of people with disabilities)?
- Are there any other actors, networks, federations or collaborations that should be leveraged/ aligned with to increase impact for the target audience of the project?

4.4 Target groups and key stakeholders (at micro, meso and macro level)

- What is the composition of the target group (gender, age, ethnicity, language, capacities, disability)? *This is also applicable for potential employment sectors and employers.*
- Have people of different gender and ages, with and without disabilities, and/or relevant interest groups/associations been actively involved in the project planning (needs analysis, selection of activities, etc.) including key public, private and market actors – for example potential employers and service support agencies?
- Are there specific needs of target groups that can be adequately addressed only by including specific activities just for them (e.g., the creation of protected spaces only for women/girls who have experienced sexual violence; providing business support grants to ensure employment with reasonable accommodations for persons with disabilities)?
- Are key stakeholders (governmental/OPDs/ women’s organization etc; regional/district level - local market and private sector actors local business networks / chambers of commerce – potential employers – business, technical and financial service providers) adequately been involved in the project? Are there convergences or conflicts of interest between them?
- Which self-help potential does the respective target groups have? How can local problem-solving capacities be strengthened? – in coordination / cooperation with other key market actors / stakeholders?

- Does the project build the capacity of key stakeholders and target groups on disability inclusion (as defined above – previously to promote approaches to inclusive employment and livelihood development)?
- What approach is the project using to strengthen the rights, representation and resources (the three Rs) of the key target groups? Is it ensured that people of different gender and ages, with and without disabilities, will receive the same benefit from the planned project, i.e. are all able to participate in activities? Are complementary activities needed that target the societal (and local market) context (s) as a whole in order to enable the entire target group to participate in the first place (e.g., addressing traditional gender roles together with community leaders; promoting and supporting inclusive employment – placements for persons with and without disabilities; ensuring equal and inclusive access to technical, business and financial services supports for project target groups)?

4.5 Assessment according to DAC Criteria

Relevance - *To what extent is the planned project doing the right thing?*

- To what extent do the project objectives and design adequately consider the specific needs of the target groups and structural obstacles in the project region, partner/institution, policy programmes?
- Is the project designed in a conflict-sensitive and gender-sensitive way (Do-No-Harm principle)?

Coherence - *How well does the intervention fit?*

- How coherent are the planned activities with human rights principles (accessibility¹, inclusion, participation), conventions and relevant standards/guidelines?
- To what extent are there synergies and linkages between the planned project and other interventions by the same actor (organisation) and other actors? To what extent does the project add value and avoids duplication?

Effectiveness - *Which project approach can best achieve the objectives?*

- Is the chosen methodological approach appropriate to the context and sufficient to achieve the project objective? Are alternatives necessary?
- At which level (multi-level approach) are additional measures to increase effectiveness to be envisaged?
- How are the changes measured? Which indicators are more suitable for this?

Efficiency - *Does the use of funds planned by the project appear economical in terms of achieving the objectives?*

- To what extent can the planned measures be implemented with the budgeted funds and personnel in the planned duration?

Impact - *To what extent has the planned project the potential to contribute to the achievement of overarching developmental impacts?*

- To what extent has the planned project the potential for systematic change of norms and/or structures (also considering gender perspective)?

Sustainability - *To what extent will the positive effects (without further external funding) continue after the end of the project?*

- How can the sustainability of the results and impacts be ensured and strengthened? (structural, economic, social, ecological)?
- What long-term capacities are built up in the target group to be able to continue the implemented measures on their own?
- Which personal risks for the implementers, institutional and contextual risks influence sustainability and how can they be minimised?

Safeguarding

¹ Accessibility is a prerequisite for inclusive development, a core principle of disability inclusion.

- Has the project design included safeguarding as cross-cutting issue? Are safeguarding practices strengthened?

Do No Harm: has the project considered protection risks and avoid create extra barriers that increase vulnerability factors?

4.6 Recommendations

Based on the main findings and the assessment according to the DAC criteria, the consultant should provide **concrete recommendations** for the project concept. These recommendations should be within the **thematic and financial scope** of what the project aims to achieve. They should be **practical** and **implementable**.

In particular, the following should be addressed:

- Recommendations on **any components, measures, approaches that might be missing or not fitting** in the project concept.
- Recommendations regarding **any components or measures where potential negative effects** have been identified.
- Recommendations **on the impact matrix** of the project:
 - Anything that can strengthen the effect chain of the project.
 - Recommendations on indicators demonstrating progress.
 - Recommendations on key stakeholders identified and currently not involved that would significantly improve impact

5. Scope of the feasibility study

5.1 Stakeholders

The consultant will work closely with all partners, including the CBM and (partner organisations) and (relevant local government/non-government agencies; market and private sector actors). He/She will report to the CBM team in Lebanon. The consultant will execute his/her mission in complete independence and will receive only general instructions by CBM, justified by the necessities of the independent collaboration between the parties and the orderly execution of the confined tasks.

5.2 Geographical Scope

The project is located in **Beirut, Mount Lebanon, Bekaa Valley, Akkar**. *Further details will be shared no later than at the start of the study.*

5.3 Documents to be reviewed

- Impact Matrix with baseline and target indicators
- Arcenciel Gap Analysis & linked sources
- List of planned Activities
- [UNHCR](#) Lebanon - Syrian Returns & Movements Snapshot (at 31 July 2025)
- Lebanon Response Plan from [2025 update](#)
- [Lebanon Economic Monitors](#) by the World Bank Group

5.4 Methodology

Independent of the methods to be used, there are mandatory mechanisms that must be adhered to during the entire process:

- Participatory and inclusive
- Safeguarding of children and adults at risk
- Data Disaggregation by using [WGSSQ](#) (gender/age/disability)

- Data Security and privacy (informed consent)

The evaluator is expected to use a variety of methods to collect and analyse data. Participatory methods should be used to collect qualitative and quantitative data. The consultant shall indicate the methodology he/she intends to use in his/her offer.

5.5 Limitations

Data collection in Beirut, Mount Lebanon, the Bekaa Valley, and Akkar in September may be affected by access and security considerations, particularly in border areas of Akkar and the Bekaa Valley, where checkpoints, military presence, or occasional tensions can cause delays. In Beirut and Mount Lebanon, demonstrations or heavy traffic may disrupt scheduling. Across all areas, intermittent electricity and internet outages can affect communication and data processing. In rural areas, frequent electricity cuts, water shortages, and limited internet connectivity can further impact operations. Localized security risks in border regions (particularly in Akkar) may restrict movement or activities, and limited transportation networks can cause logistical delays. Social tensions between communities may also affect participation and cooperation. The consultant is expected to take these potential constraints into account when planning and conducting the assignment and to propose appropriate mitigation measures.

6. Deliverables and schedule

6.1 Deliverables

- **Inception report** including proposed data collection tools and feasibility study question matrix (matching feasibility study questions with data collection tools);
- **Final report** (max. 30 pages without annexes) according to CBM's report template and in accessible format;
- **Any data sets collected/analysed** and other documents related to the feasibility study;
- A **summary Power Point Presentation** highlighting main findings and recommendations;
- Presentation of findings and recommendations in a validation workshop.

6.2 Time Frame and schedule

The study is expected to start no later than end of September, taking **40** days. An itemised **action plan** should be submitted with the expression of interest.

Availability of the consultant for the proposed timeframe is crucial.

Activity Description	Duration/ days	Stakeholders involved	Location
Briefing of consultant	1	CO, partner, DID	Online meeting
Review of relevant documents	3	consultant	
Tools development	3	consultant	
Inception Report	1	CO, partner, DID, initiative	Online meeting
Data collection	15	Consultant and team	
Data analysis and preparation of draft report	7	consultant	
Validation meeting (incl. ppt presentation)	2	CO, partner, DID, initiative	Online or during workshop
Finalisation of feasibility study and final report	3	consultant	

Activity Description	Duration/ days	Stakeholders involved	Location
TOTAL	40		

7. Application and selection procedure

7.1 Skills and Experience of Study Team

The consultant should have the following attributes among others;

- **Advanced academic degree** in a relevant field such as social sciences, development studies, disability studies, humanitarian assistance, public policy, or related disciplines;
- **Extensive expertise and field experience** in inclusive development, social cohesion, livelihoods - local economic development , inclusive employment, or displacement-related programming in fragile or displacement-affected contexts;
- **Proven track record** of designing and conducting **feasibility studies, PCA, Gender Analysis** or similar assessments in the MENA region, ideally in Lebanon or comparable contexts with high refugee presence;
- Demonstrated experience in **applying mixed-methods approaches** (quantitative and qualitative) in participatory and inclusive ways, particularly with vulnerable groups;
- **Experience in working with remote, underserved, and marginalized communities**, including persons with disabilities, refugees, and host communities;
- **Good knowledge of international frameworks and national policies related to the rights of persons with disabilities**, including the CRPD and Community Based Inclusive Development (CBID) / inclusive livelihood – economic empowerment approaches;
- **Excellent interpersonal and intercultural communication skills**, with the ability to facilitate participatory processes and work effectively within multidisciplinary, bilingual teams;
- Strong analytical and writing skills, with the ability to **synthesize complex findings clearly and formulate practical, context-sensitive recommendations**;
- Proven ability to deliver high-quality written outputs **in English** and to be available during the proposed period for consultations, field visits, and report preparation;
- **Language Requirements:** The consultant (or consulting team) must demonstrate proficiency in the following languages:
 - **English – Fluent (spoken and written)** For all reporting, communication with CBM and donors (e.g. BMZ), and preparation of deliverables such as the feasibility study report, logframe analysis, and recommendations.
 - **Arabic (Lebanese dialect) – Fluent or native speaker required in the team**
Essential for conducting interviews, focus group discussions, and participatory assessments with target groups, including refugees, host community members, persons with disabilities, and local stakeholders (e.g. municipalities, NGOs). If the lead consultant does not speak Arabic, the team must include an experienced **Arabic-speaking local expert or field facilitator** with qualitative research expertise

Safeguarding Policy: As a condition of entering into a consultancy agreement the evaluators must sign the CBM’s or the partner organisation’s Safeguarding Policy and abide by the terms and conditions thereof.

7.2 Expression of Interest

The consultant is expected to submit a technical and financial proposal including

- A **brief profile** of the consultancy firm

- **CVs** of the proposed team members
- An outline demonstrating the consultant’s **understanding of these Terms of Reference**, along with the proposed **methodology**
- A **detailed work plan** covering the entire assignment
- A **financial offer**, indicating expert days and all related costs (e.g. travel, accommodation, communication, translation of the report)
- At least **two sample reports** of similar studies conducted by the consultant
- A list of **references with contact details** of previous clients

CBM reserves the right to terminate the contract in case the agreed consultant/s are unavailable at the start or during the assignment.

All **expressions of interest should be submitted** by email to: info.em@cbm.org by **September 7, 2025, COB. Email Subject:** Feasibility study Lebanon

7.3 Selection Criteria

Only **complete Expressions of Interest** will be considered for selection. The assessment is broken down as follows:

Criteria	Score
Budget	20%
Technical proposal:	80%
Experience in the related task	20%
Qualifications of team	20%
Technical proposal and methodology	40%
Total	100%