**Terms of Reference**

**Introduction**

CAMEALEON is seeking a consultant to support its research and learning agenda in 2025 through the production of two key deliverables. The first is an exploratory Learning Brief which will explore how vulnerable households and communities in Lebanon are responding to intersecting crises through the development of adaptive strategies and informal support systems. The second is a Foresight Summary Paper, which will synthesize key findings from CAMEALEON’s research portfolio and provide forward-looking analysis to inform the future of humanitarian cash assistance and its linkages with social protection in Lebanon.

Both papers will be developed by a consultant between September 2025 and January 2026. While much of the work can be conducted remotely through the analysis of existing data, the consultant will be required to be physically present in Lebanon for in-person dissemination and engagement activities. This consultancy offers an opportunity to contribute to timely, policy-relevant research at a key juncture for humanitarian and social assistance in Lebanon.

**Deliverable 1**

Learning Brief: Household and Community Adaptive Capacities amid Financial Crisis

Background Information

Lebanon is experiencing one of the most severe and complex crises in its modern history, marked by an ongoing economic collapse, political instability, conflict-induced displacement, and chronic underfunding of humanitarian assistance. These overlapping challenges have eroded formal support systems and forced households to rely on their own resources and networks to survive. Amid this uncertainty, communities are developing a range of adaptive strategies to cope with financial hardship and shifting vulnerabilities, many of which remain underexamined in traditional vulnerability assessments.

This research seeks to explore these adaptive capacities from the ground up, focusing on how vulnerable households and communities across Lebanon (refugees, migrants, and economically marginalized Lebanese) are responding to prolonged stress and reduced external aid. In doing so, it will contribute to a deeper understanding of resilience mechanisms that emerge outside formal systems and offer insights to better inform the design and targeting of humanitarian and social protection programs in a context of shrinking international assistance.

Research Gap

In the context of Lebanon’s ongoing crises and shrinking aid budgets, there is an urgent need to better understand how vulnerable households are adapting to financial hardship. Traditional assessments often miss locally driven strategies and informal support systems that shape resilience. This exploratory study aims to generate early insights into these adaptive responses, helping to identify potential leverage points and vulnerabilities, and inform more inclusive, local, and contextually relevant approaches. The findings will guide future research and contribute to improving the effectiveness and equity of humanitarian and social assistance efforts.

Overall objective

This exploratory study aims to understand the strategies and approaches, both at the household and community level, that have emerged in response to multiple overlapping crises. The findings will be shared in a learning brief, showcasing innovative, homegrown solutions that have helped communities navigate challenges amid overlapping crises and shrinking international assistance. The findings will help identify areas for further research and underscore the importance of understanding local responses in the context of diminishing international assistance, to pinpoint both points of leverage and underlying vulnerabilities.

**Overall objective**: Analyse the adaptive capacities of vulnerable households and communities in Lebanon within their socioeconomic and political context to mitigate crisis, with the goal of generating evidence for social assistance and humanitarian programs in Lebanon.

1. To identify and analyse the strategies and adaptive approaches developed by vulnerable households and communities in Lebanon to cope with financial hardship amid overlapping crises.
2. To generate evidence on locally driven responses that can inform future research and highlight key leverage points and vulnerabilities in the context of declining international assistance.

Research Questions

Overarching research question: **What adaptive capacities have vulnerable households and communities in Lebanon developed to navigate financial hardship amid overlapping crises, and what do these responses reveal about resilience, leverage points, and vulnerabilities in a context of shrinking international assistance?**

The research will be guided (but not limited) by the following sub-questions:

1. What informal economic activities or micro-enterprises have households developed during the crisis?
2. How have community networks, extended families, and informal support systems contributed to resilience in the face of financial hardship?
3. What role do remittances, humanitarian aid, or local NGOs play in supporting household resilience strategies?
4. How have savings practices, borrowing patterns, or debt management strategies evolved in response to financial hardship ?
5. What role does bartering or in-kind exchange play in household survival strategies?
6. In what ways have gender roles within households shifted within the household as a result of economic pressure?
7. How do adaptive capacities vary between rural and urban settings in Lebanon?
8. To what extent do social, political, or sectarian affiliations influence access to adaptive resources and support networks?
9. What community-led initiatives (e.g.co-ops, rotating savings groups) have emerged in response to collective hardship?
10. How do informal governance structures (e.g. neighborhood leaders, mukhtars) influence access to resources and support?
11. How has displacement status (e.g., internal or refugee populations) affected adaptive capacities and access to resources?

Methodology

The consultant will analyse an existing qualitative dataset gathered throughout a series of participatory research studies conducted by CAMEALEON throughout 2025. Data will be gathered from interviews and focus group discussions with vulnerable communities in Lebanon, including refugees, migrants, and marginalized Lebanese households. CAMEALEON will share the data in English with the consultant, for the later to conduct the required analysis. As required, the consultant will conduct meetings with the data collection teams to gather any further data insights. Additionally, the consultant will plan interviews with stakeholders as per the need.

Key activities will include:

1. **Literature Review**: Conduct a focused review of relevant literature on adaptive capacities in Lebanon and other contextually similar crisis settings to contextualize findings and identify research gaps.
2. **Thematic Analysis:** Identify key themes and patterns in the data, disaggregated by population group, gender, and geography as a minimum.
3. **Data Collection:** Conduct KIIs with stakeholders to inquire additional insights- if needed, based on the qualitative data provided by CAMEALEON (5-10 KIIS).
4. **Synthesis and Interpretation**: Triangulate findings across different groups and interpret them within Lebanon’s socio-economic and political context.
5. **Reporting:** Produce a learning brief (max. 10 pages) summarizing key findings and identifying areas for further research.

**Deliverables/Activities**

The consultancy is intended to be a collaborative effort with the CAMEALEON secretariat team and include:

1. **Deliverable 1: Adaptive Capacities Learning Brief**

**1.1. Inception report:** The inception report includes a desk review of existing relevant research and documentation (within and outside of the MENA region), work plan, and proposed report outline.

**1.2. Presentation of preliminary findings:** The research team will conduct a workshop with the CAMEALEON secretariat team and the CAMEALEON Technical Reference Group and Research Committee to triangulate preliminary findings, fill data gaps, and co-construct recommendations.

**1.3. First draft:** The consultant will submit a draft report for CAMEALEON to review, maximum 20 pages without annexes.

**1.4. Final report:** Maximum 20 pages without annexes

**1.5. Deck of slides:** This will be used to share the outputs of the research in coordination fora and knowledge-sharing seminars.

**1.6. Presentations:** The research team will conduct a maximum of 3 final presentations to the CAMEALEON Steering Committee, including donor and coordination groups according to the research dissemination plan.

**Deliverable 2**

CAMEALEON Foresight Summary Paper and Knowledge-Sharing Activities

**Background**

CAMEALEON is an NGO-led network of partners conducting research and analysis in support of social assistance for refugee and host communities in Lebanon. Over the course of 2025, CAMEALEON will conduct a series of evidence generating activities to explore various aspects of cash and voucher assistance (CVA), including targeting, delivery, accountability, and its integration with national social protection (SP) systems. Given Lebanon’s evolving challenges and the decline in humanitarian aid, there is a need to synthesize and disseminate key research findings to inform future programming and policy. At the end of 2025, CAMEALEON will develop a Foresight Summary Paper to highlight trends, gaps, and forward-looking insights, accompanied by knowledge-sharing activities aimed at influencing humanitarian strategies both regionally and globally.

This initiative will provide a comprehensive look at the lessons learned and research gaps, guiding future CVA and SP interventions in Lebanon. This work is grounded in CAMEALEON’s core mandate: to provide research and learning support for the large-scale social assistance response targeting extremely poor and vulnerable Syrian refugees and Lebanese.

**Objective**

 To synthesise key research findings from the CAMEALEON portfolio into a comprehensive Foresight Summary Paper and accompanying Policy Paper, and to effectively disseminate these outputs through targeted engagement efforts. The aim is to inform and influence humanitarian cash programming and social protection strategies in Lebanon and the wider region. The dissemination will include a dedicated learning event, active participation in relevant national and global forums, and the development of a learning brief to ensure the uptake of findings, promote cross-sector dialogue, and support evidence-based decision-making among policymakers, practitioners, and donor.

**Research Questions**

The Foresight Summary Paper and related outputs will explore and respond to the following overarching questions:

1. What are the major insights and findings from CAMEALEON’s research to date on CVA and social protection in Lebanon?
2. What trends, gaps, and challenges are emerging in the intersection of humanitarian cash and national SP systems?
3. How can evidence from Lebanon inform regional or global practices in linking CVA with SP?
4. What forward-looking scenarios or implications can be drawn from existing data to guide future policy and programmatic decisions?
5. What knowledge products and dissemination strategies are most effective for influencing policy and practice in humanitarian settings?
6. What are the major research gaps that have emerged?

**Deliverables/Activities**

The consultancy is intended to be a collaborative effort with the CAMEALEON secretariat team. The deliverables include:

**Deliverable 2: Foresight Paper**

* **2.1. Inception report:** The inception report includes a desk review of existing relevant research and documentation (within and outside of the MENA region), plan of the work, work plan, and proposed report outline.
* **2.2. Report first draft:** The consultant will submit a first draft of the report (maximum 20 pages excluding annexes) for review by the CAMEALEON team. As part of this process, the consultant will organize and lead a validation workshop with the CAMEALEON Secretariat, Technical Reference Group the Board Committee. The workshop will serve to present and discuss preliminary ideas and findings, triangulate evidence, identify and address data gaps/limitations, and collaboratively shape key recommendations to be reflected in the final report
* **2.3. Final report and accompanying deck of slides.**
* **2.4. Policy brief.** The topic of the policy brief will be designed following analysis and key findings from the paper (up to 4 pages max).
* **2.5. Presentations/workshop:** 2 internal facing presentations/workshops in-person with the CAMEALEON Management Unit and the CAMEALEON board to prepare for the learning event.
* **2.6. Organise and lead a learning event:** The consultant will be responsible for designing, organizing, and facilitating a learning event based on the findings of the foresight paper. This includes developing the event agenda and format, preparing all relevant presentation materials, and coordinating with key stakeholders such as CAMEALEON partners, donors, implementing agencies, subject-matter experts, and any other relevant stakeholders identified at the time. The consultant will also manage all associated logistical arrangements—such as venue booking, participant invitations and registration, on-site coordination, interpretation services, media coverage during the event (photographing and video graphing, etc.), and the production of event materials such as print outs/info graphs/fact sheets/agenda of all CAMEALEON studies during the event. The consultant will share raw and edited media materials of the event. All related costs must be reflected in the financial proposal. As a key output of the event, the consultant will also be required to produce a **learning brief or summary** capturing the main findings, discussion points, participant inputs, and agreed-upon action points. This document will serve both as a record of the event and as a reference for further analysis, learning, and follow-up by the consortium and relevant stakeholders. PS. The preparation of the event shall be in close collaboration with CAMEALEON team (e.g., selection of venue, site checking of the venue, etc.).



**Schedule of payments**

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| --- | --- | --- |
| **Payment** | **Deliverable** | **Percentage** |
| 1st | 1 (1.1. - 1.5) | 30% |
| 2nd | 2 (2.1 - 2.4) | 30% |
| 3rd | 1.6 & 2.5 | 15% |
| 4th | 2.6. | 25% |

**Timeline**

The timeline for both deliverables is between September 2025 - January 2026 (excluding the learning event)~~.~~ The expected Level of Effort is approximately 42 days in total, as follows:

**Deliverable 1: Adaptive Capacities Learning Brief (22 days total) - Completion deadline December 15th, 2025**

* Inception (literature review, workplan, outline of final paper) - 3 days
* Data analysis (including presentation of preliminary findings) – 8 days
* First draft – 5 days
* Final draft (maximum 10 pages excluding annexes) 3 days
* Deck of slides– 1 day
* In-person presentations – 2 days

**Deliverable 2: Foresight Paper (20 days total) - Completion deadline for the paper, January 15th, 2026; Learning event (Feb-March 2026)**

* Inception including literature review – 5 days
* First draft – 5 days
* Final draft – 5 days
* Deck of slides – 1 day
* In-person presentations – 2 days
* In-person learning event (preparation and the event)– 2 days for the lead consultant. **\*CAMEALEON’s Consortium program assistant will work with the consultant on the preparation and organization of the event.**

**Minimum Qualifications and Professional Experience**

CAMEALEON welcomes applications from individual consultants, teams of consultants, consultancy firms, or academic institutions.

* Post-graduate qualification (or equivalent experience) in a relevant discipline, such as social science, development studies, international relations, economics, or relevant fields. (Eligibility)
* Minimum of 8 years’ experience working in CVA ideally with experience in coordination and substantial implementation experience. (Eligibility)
* Knowledge in linking CVA with social protection. (Preference)
* Demonstrated prior experience conducting qualitative research – Minimum of 4 years. (Eligibility)
* Demonstrated understanding of recent developments in CVA at the global level. (Eligibility)
* Ability to communicate complex subject matters in an accessible manner and translate research findings into practical recommendations. (Eligibility)
* Excellent communication and presentation skills. (Eligibility)
* Previous experience of working in Lebanon and knowledge of the context highly Preference. (Preference)
* Fluency (written and oral) in English. (Eligibility)
* Demonstrated experience in synthesizing complex research into policy-relevant formats
* The lead Consultant will be required to be physically available in Lebanon for dissemination activities. (Eligibility)

**Documents Requested**

* Curriculum Vitae (CV) of Key Personnel
  + Updated CV(s) of the proposed lead consultant(s) and any key personnel, clearly reflecting relevant experience, roles, and qualifications.
* Technical Proposal/Methodology: the technical bid should include an understanding of the scope, proposed methodology, team composition and expertise, ethical considerations, and workplan (General Timeline (service schedule) and Level of Effort)
* Three writing samples of previous similar work (Sample of supporting material consisting of research, advocacy products, learning/policy briefs, products of organised events (agenda and outcomes)) demonstrates experience with data analysis methodologies that effectively and sensibly explore the intimate and lived experiences of affected populations, gender and protection mainstreaming) carried out in the past five years which should be authored by the technical expert/Consultant. Please submit the actual relevant writing samples/reports, as they are included in the evaluation criteria and will be scored.