FINAL EVALUATION

Peace Pioneers

MARCH 29, 2018

Hicham Jadaoun

Contact:

Jaime Abraham
Country Director
Search for Common Ground
jabraham@sfcg.org

Fadel Fakih
Design, Monitoring & Evaluation Manager
Search for Common Ground
fadelf@sfcg.org
Table of Contents

Acknowledgments .................................................................................................................. 3
Abbreviations .......................................................................................................................... 3
Executive Summary .................................................................................................................. 4

1: Background Information .................................................................................................. 6

2: Methodology ...................................................................................................................... 8

3: Findings ............................................................................................................................. 13

4: Conclusions and Recommendations ................................................................................. 25

5: Appendices ....................................................................................................................... 31
Acknowledgements

This report is developed by Hicham Jadaoun as part of the final evaluation of the “Peace Pioneers” project. Appreciation is extended to all the organizations (non-governmental and private) and partners who participated in the interviews and discussions. Additional gratitude goes to Abbas Sibai, Morgane Ortmans, Fadel Fakih and Amal El Deek from Search for Common Ground who provided substantial guidance, feedback, and support during the different stages of the process. For further information please email: Jadaoun.hicham@gmail.com

Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMF</td>
<td>Adel Metni Foundation</td>
</tr>
<tr>
<td>BRD</td>
<td>Beyond Reform &amp; Development</td>
</tr>
<tr>
<td>CEC</td>
<td>Corporate Engagement Coordinator</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>DME&amp;L</td>
<td>Design, Monitoring, Evaluation &amp; Learning</td>
</tr>
<tr>
<td>FGD</td>
<td>Focus Group Discussion</td>
</tr>
<tr>
<td>GCNL</td>
<td>Global Compact Network Lebanon</td>
</tr>
<tr>
<td>KAP</td>
<td>Knowledge, Attitudes &amp; Practices</td>
</tr>
<tr>
<td>KII</td>
<td>Key Informant Interview</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
</tr>
<tr>
<td>PL</td>
<td>Peace Labs</td>
</tr>
<tr>
<td>PPM</td>
<td>Permanent Peace Movement</td>
</tr>
<tr>
<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SHIFT</td>
<td>SHIFT Social Innovation Hub</td>
</tr>
<tr>
<td>Search</td>
<td>Search for Common Ground</td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of Reference</td>
</tr>
</tbody>
</table>
Executive Summary

The Peace Pioneers project was implemented by Search for Common Ground (Search), with the support of the Embassy of Switzerland in Lebanon, and in collaboration with Global Compact Network Lebanon (GCNL). It aimed to stimulate private sector engagement in peacebuilding and identify a common ground with the nonprofit sector in Lebanon, with the intention of promoting successful models of partnership and support that will further peacebuilding efforts in the country.

The evaluation followed specific lines of inquiry that focused on understanding the interest of the private sector and civil society organizations (CSOs) to collaborate on peacebuilding initiatives in Lebanon, as well as the type and feasibility of such partnerships. It also assessed whether there is a real need for such work, if it comes at the right time, and what factors might contribute or hinder these partnerships.

Methodology

The final evaluation of the Peace Pioneers project was conducted using a mix of qualitative and quantitative methods to assess the relevance and effectiveness of the project. It included semi-structured interviews and a knowledge, attitudes and practices (KAP) survey with a sample of 10 civil society organizations (CSOs) and private sector entities out of 18 who participated in all project activities. Further interviews included project staff, donor representative, research partner and external consultants. The evaluation also integrated findings from the research validation session, as well as the project’s final event. One of the limitations encountered during the evaluation was linked to the limited quantitative data derived from the survey findings at baseline and final evaluation.

Key Findings

Evaluation findings demonstrate a substantial relevance and timeliness of the Peace Pioneers initiative given a variety of contextual factors facing the civil society and private sector. Funding from international agencies and donors is decreasing, and cannot be guaranteed, which necessitates the need for CSOs to explore new and alternative sources of support from within the country. External funding will remain a primary source of funding for CSOs, yet it is time to further explore the diversification of sources. Similarly, the private sector is facing “charity fatigue” and exhibited an increased interest in transforming its corporate social responsibility (CSR) approach into one that focuses more on shared value rather than mere marketing.

1 Based on the findings of BRD’s research.
The innovative nature of Peace Pioneers also increased its effectiveness. It is exemplified in the fact of being one of the first attempts in Lebanon to bring representatives from the private sector and civil society to collaborate on peacebuilding issues.

The evaluation also showed that before forming partnerships between the two sectors, the stakeholders should be brought together. They can then explore their concerns in an open and safe environment, address the different stereotypes held towards each other, and better understand each other’s priorities and methods. These sessions are also helpful in better understanding the language each sector uses, how each sector can best approach the other, and what factors to take into consideration during these encounters.

Despite the project’s short implementation period, as well as some unforeseen challenges, Peace Pioneers managed to stimulate new conversations and explorations between different participants. Several private sector entities have expressed interest in the work of CSOs, yet this collaboration did not progress to the level expected during project design. As such, a second phase of the project is being planned in order to further develop these aims. The assumption since the beginning of the project was that the CSOs would be more prepared and willing to explore this collaboration, on the opposite to the the private sector. That is why the emphasis of the project’s first phase was more on obtaining the buy-in of the private sector.

Peace Pioneers has also raised the awareness of, and support for, the possibility of collaboration between both sectors, expanding areas of collaboration beyond financial contributions to include skills-sharing through coaching and human resources. All stakeholders interviewed as part of this evaluation expressed interest in being a part of the momentum initiated by Peace Pioneers, and participating in future phases of the project.

**Recommendations**

It is important to keep the cross-sectoral space created by Peace Pioneers open and growing so as not to lose momentum. Private sector and CSO participants from the current phase have reached a level of maturity and are now prepared to enter into concrete and productive partnerships with each other. Additionally, the interest of new stakeholders in the theme of private sector-CSO collaboration was increasingly stimulated throughout the project, paving the way for an expanded reach during future phases. As relationships between both sectors progress, it is essential to continue the discussion regarding the definition of peacebuilding in theory and actuality, as well as clear types of partnerships that can be forged. The latter will require further support in engaging and coaching CSOs and private sector entities into jointly developing specific ideas for collaboration.
Search for Common Ground (Search) can support the private sector in formulating tailored measurements for their contribution in peacebuilding and social impact in order to replace their traditional financial “return on investment” approach. Additionally, Search can start supporting CSOs by tapping into the human resources and technical expertise of private sector entities, and not only financial contributions. It is also recommended that Search engage with media partners in order to shape public perspectives on peacebuilding, in addition to providing exposure for CSOs’ work.
1. Background Information

Project Overview

Peace Pioneers is a 12-month project implemented by Search, with the support of the Embassy of Switzerland in Lebanon, and in collaboration with GCNL. It is an initiative aimed at identifying a common ground between the private sector and peacebuilding players from the nonprofit sector in Lebanon with the intention of promoting successful models of partnership and support that will further improve peacebuilding efforts in the country.

Peace Pioneers came in a time when the war in neighboring Syria entered its seventh year, and Lebanon has been facing the conflict’s aftermath at several levels, including the socio-cultural and the socio-economic. Furthermore, Lebanese communities continue to suffer from conflicts among and within communities. Some of these conflicts are deeply rooted in historical, socio-political violence, while others are driven by pressing basic needs, poverty, and false stereotypical perceptions held between groups. Peace Pioneers aimed at studying the infrastructure of peacebuilding in Lebanon, including its various components and players and providing a platform for those players from civil society organization (CSOs) and the private sector to participate in the identification of clear-cut solutions, partnership opportunities, and models to work towards a more peaceful Lebanon.

In Lebanon, the consequences of the civil war on the country’s institutions, economic system, and social fabric remain unresolved. A delicate sectarian power balance, political fragmentation, and limited resources have resulted in a clientelist system of power which is perceived to serve the interest of specific groups.2 For those individuals outside of these patronage relationships, access to basic services and economic opportunities is severely limited and often becomes a trigger of conflict in the country. Peacebuilding in Lebanon, therefore, remains a major priority.

Despite these challenges, Lebanon is also a country with a considerable level of wealth. It is home to the highest number of billionaires per capita in the Arab World3 and it has a diaspora that includes numerous high net-worth individuals. Such wealth could be catalysed towards supporting peacebuilding initiatives that otherwise lack funding or are dependent on international assistance that might prove unsustainable or lack local ownership.

Furthermore, the country has a strong private sector - and in particular a strong financial sector - which could be incorporated in a strategic partnership towards encouraging sustained

---

engagement and long-term partnerships with peacebuilding actors. Although the private sector and peacebuilding actors are often motivated by different drivers, there are an increasing number of opportunities for collaboration between the two sectors where both sets of objectives can be satisfied. Notably, the private sector’s increasing commitment to social responsibility and interest in a triple bottom line provides a platform on which to build partnerships between the private sector and peacebuilding actors around a shared set of values and interests.

Peace Pioneers aimed at stimulating private sector engagement in peacebuilding in Lebanon by strengthening the working relationships between private and civil society organizations, while building awareness among key stakeholders on how the private sector can contribute to peacebuilding. It included a research component to map out private sector actors and peacebuilding initiatives, innovation workshops, and luncheons to facilitate a new dialogue process, develop a common understanding of peacebuilding, and help establish partnerships.

Through structured dialogue at a common engagement platform, this project worked towards promoting sustainability and continuous engagement with the intent of delivering proactive, long-term strategies rather than responsive and short-term ones. Moving beyond their respective interests, the private sector and civil society stakeholders jointly developed partnership principles and common goals. This ensured an enduring impact, one that responds to the priorities of both parties.

<table>
<thead>
<tr>
<th>Impact Goal</th>
<th>To stimulate private sector engagement in peacebuilding in Lebanon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific outcome 1</td>
<td>Increased understanding for key stakeholders on how the private sector in Lebanon can contribute to peacebuilding</td>
</tr>
<tr>
<td>Specific outcome 2</td>
<td>Strengthened working relationships between private sector and peacebuilding actors in Lebanon around shared values</td>
</tr>
</tbody>
</table>

**Peace Pioneers Theory of Change**

*If* business leaders and corporations see that it is in their interest and capacity to build peace *then* they will progressively feel empowered to become agents of peaceful change and will start longer-term planning and investments in peace.
Major Project Activities

- **Research paper**: One research paper investigating the evolution of the peacebuilding landscape since the end of the Civil War in Lebanon, and mapping of untapped resources and entry points in the private sector.

- **One-on-one Meetings with Key Stakeholders**: Meetings with established and young Lebanese peacebuilding actors and representative of the sector.

- **Four innovation workshops**:
  - Peace Pioneers Preparatory Workshop in collaboration with Wahdatouna Khalasouna invited 16 NGOs to participate in Preparatory Workshop aiming to stimulate private sector engagement in peacebuilding Lebanon.
  - One workshop with NGOs & Private Sector actors willing to contribute to peacebuilding in Lebanon: NGOs Luncheon aiming to develop a better understanding of the Sustainable Development Goals (SDGs)\(^4\), especially SDG 16 that encompasses peacebuilding work in Lebanon and to generate concrete ideas on potential collaboration/partnerships with the private sector to achieve the goal and foster peace in the country.
  - Private Sector Luncheon aiming to develop a better understanding of the SDGs, especially SDG 16 that encompasses peacebuilding work in Lebanon and to generate concrete ideas on potential collaboration/partnerships with the NGO to achieve the goal and foster peace in the country.

- **Relationship-building Meetings**: Meetings convened by Search to provide guidance for peacebuilding-private sector partnerships.

- **Peace Inauguration Event**: The primary aim of the event was to highlight the efforts of the Peace Pioneers, share findings from the research while also giving participants the opportunity to publicly commit to the agreed partnerships/programs that the actors will venture in and give the latter the chance to discuss their plans openly.

---

\(^4\) Peace Pioneers aimed at contributing to the achievement of the Sustainable Development Goals 16 and 17 (SDG 16-17) which promote peaceful and inclusive societies and seek progress towards peace in Lebanon. These SDGs focus on the role of the private sector in creating and sustaining momentum towards peaceful communities where ultimately, in 2030, will be revised by the United Nations.
2. Methodology

Evaluation Objectives

The participatory evaluation of Peace Pioneers aimed at investigating the set of questions designed by Search, and sought to calculate the impact and specific outcome indicators described in the project document and logframe. It intended to engage all program stakeholders in reflecting on the achievements and challenges of the project, to evaluate the intended and unintended changes achieved, as well as the facilitating and hindering factors. The final evaluation serves as a reference document comparing the results to the benchmarks set during the baseline findings.

The final evaluation is based on the OECD-DAC peacebuilding evaluation criteria, namely relevance and effectiveness. It sought to provide insights from the various project components and stakeholders on these two levels, in addition to lessons learned, best practices, and recommendations that would feed into the design and implementation of the project’s potential second phase (or similar projects). The research questions that guided this evaluation are summarized in the following:

<table>
<thead>
<tr>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Are the stated goals and outcomes relevant to the context in Lebanon?</td>
</tr>
<tr>
<td>● Did the project work on the right issues at the right time?</td>
</tr>
<tr>
<td>● Did the activities and strategies fit the objectives?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>● To what extent did the project contribute to stimulating private sector engagement in peacebuilding?</td>
</tr>
<tr>
<td>● To what extent was the project successful at changing the targeted stakeholders’ understanding, perceptions, and attitudes on how collaboration between the private sector and civil society can contribute to advancing peacebuilding in Lebanon?</td>
</tr>
<tr>
<td>● To what extent did the project succeed in initiating working relationships between private sector and civil society actors around shared values?</td>
</tr>
<tr>
<td>● What were the internal or external factors that facilitated or hindered the objectives’ achievement?</td>
</tr>
<tr>
<td>● What are the major best practices and lessons learned stemming from the project’s implementation?</td>
</tr>
<tr>
<td>● What are the main results from the project, intended and unintended, positive, and negative?</td>
</tr>
</tbody>
</table>
Based on the theory of change, project logframe, and evaluation questions, the data collection methods compared the interest, understanding/level of knowledge, and capacity/practices of private sector and civil society representatives. It also assessed their readiness to engage in peacebuilding activities based on the results of the baseline assessment.

An inception report was developed based on:

- Terms of Reference (ToR)\(^5\) prepared by Search
- Meetings with the Project Coordinator and DME&L Coordinator and Manager
- Initial review of project documents

### Data Collection and Analysis

The methodology of the final evaluation was based on a mix of quantitative and qualitative methods in alignment with the set evaluation questions and objectives.

1- **Document Analysis:** Document analysis and review of project documents\(^6\) supported the design of the evaluation methodology and data collection methods, specifying areas requiring further consideration and validating final evaluation findings.

2- **Key informant Interviews:**

Seven key informant interviews (KII) were conducted with stakeholders who have informed perspectives on the project in order to assess the different evaluation pillars\(^7\) and research questions. These interviews guided internal lessons learned, best practices, challenges faced, and possible mitigation strategies used as well as recommendations for future programming. The interview guide was aligned with the evaluation questions\(^8\) and remained flexible to enable the consultant to ask follow-up questions where necessary and probe areas of interest that emerged during the conversation.

KII conducted included:

* **A- Two KII with the Corporate Engagement Coordinator (CEC) leading the project from Search’s side and the Senior National program Officer of the Swiss Agency for Development and Cooperation (SDC):** to give an informed understanding on the process of the project, its implementation, lessons learned, and recommendations. These

---

5 Kindly refer to Annex 3 for the complete ToR.
6 Kindly refer to Annex 2 for a list of documents reviewed for the purpose of this evaluation.
7 Relevance and Effectiveness.
8 Kindly refer to Annex 1 for the interview guide used for the KIIs.
interviews also assessed the relevance of the Peace Pioneers project and its alignment with the organization’s priorities and strategy.

**B- One KII with the National Representative of the Global Compact Network Lebanon (GCNL):** to assess the collaboration with Search, relevance of the project outcomes to the Lebanese context, perceived ability of the private sector in Lebanon to engage in peacebuilding, and potential for future collaboration with Search.

**C- One KII with Beyond Reform and Development (BRD):** the KII was conducted with BRD in their capacity as the research partner, focusing on the research component, capacity to feed into programming, challenges faced and lessons learned in mitigating them, relevance/adequacy of the already established insights, and recommendations for further areas of investigation.

**D- Three KIIs with the project’s consultants and facilitators:** included the facilitator of the first innovation workshop and its preparatory meeting and the two facilitators of the Sustainable Development Goals (SDG) 16 luncheons. It also included the Business Development and Projects Manager of the American University of Beirut (AUB)’s Regional External Program that provided the project with an in-kind donation in the form of a meeting space.

### 3- KIIIs & KAP Survey with Project Participants

KIIIs were conducted with a sample of 10 stakeholders (out of 18) from both the CSOs (six out of nine) and private sector (four out of nine) to assess quantitatively and qualitatively the progress of the project towards its main outcomes and related indicators. Participants included those (1) who have been directly engaged in the project, and attended all project activities and (2) those who may not have attended all activities but expressed interest or initiated concrete steps towards partnership.

A KAP survey was used based on the one designed at the baseline stage, in order to be able to compare the findings. It was adapted based on lessons learned and challenges identified during the assessment and complemented with insights of how the project was implemented with the two groups. The survey was not administered as a separate tool in itself but rather integrated in the questions of the KIIIs. Therefore the questions illustrated in Annex 1 were treated as a guide, tailored according to the interviewee (private sector/CSOs). The integrated KIIIs and KAP survey questions were conducted with the 10 stakeholders specified hereafter:

---

9 A separate KII with BRD was also conducted with the representative of the organization in her capacity as a project participant.
Table 1: List of participants interviewed

<table>
<thead>
<tr>
<th>Sector</th>
<th>Entity</th>
<th>Interviewee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>Arabia GIS</td>
<td>Business Development Manager</td>
</tr>
<tr>
<td></td>
<td>Banque BEMO</td>
<td>Executive Director – Government Entities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Business Development</td>
</tr>
<tr>
<td></td>
<td>Blom Bank</td>
<td>Head of Communications</td>
</tr>
<tr>
<td></td>
<td>BRD</td>
<td>Project Manager and research team</td>
</tr>
<tr>
<td>CSOs</td>
<td>Peace Labs</td>
<td>Director</td>
</tr>
<tr>
<td></td>
<td>Adel Metni Foundation (AMF)</td>
<td>President</td>
</tr>
<tr>
<td></td>
<td>Permanent Peace Movement (PPM)</td>
<td>President</td>
</tr>
<tr>
<td></td>
<td>SHIFT Social Innovation Hub (SHIFT)</td>
<td>Cofounder</td>
</tr>
<tr>
<td></td>
<td>March Lebanon</td>
<td>Vice President</td>
</tr>
<tr>
<td></td>
<td>Live Love Lebanon (NGO)</td>
<td>Cofounder</td>
</tr>
</tbody>
</table>

Reflection Session

BRD organized a session with a sample of nine CSOs (four participants) and private sector entities (five participants) who took part in their research in order to validate the findings.\(^{10}\) The evaluation consultant attended as an observer and took note of the discussions specific to the project indicators generating learning on the relevance, effectiveness, and potential impact of the approach followed and support provided. The consultant also intervened with some questions to facilitate certain discussions around arguments/data that was not conclusive/substantial from the interviews already conducted and required further insights.

\(^{10}\) From which three were part of the evaluation sample and already interviewed.
Table 2: List of CSOs and private sector entities attending BRD’s validation session

<table>
<thead>
<tr>
<th>Sector</th>
<th>Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>Synapse</td>
</tr>
<tr>
<td></td>
<td>Banque BEMO</td>
</tr>
<tr>
<td></td>
<td>Bank Audi</td>
</tr>
<tr>
<td></td>
<td>Speed Lebanon</td>
</tr>
<tr>
<td></td>
<td>Liban Post</td>
</tr>
<tr>
<td>CSOs</td>
<td>UNDP – Peacebuilding program</td>
</tr>
<tr>
<td></td>
<td>International Alert</td>
</tr>
<tr>
<td></td>
<td>Permanent Peace Movement (PPM)</td>
</tr>
<tr>
<td></td>
<td>Peace Labs</td>
</tr>
</tbody>
</table>

Data Analysis

The qualitative raw data was analyzed based on the evaluation questions using thematic analysis. The analysis of the quantitative surveys was conducted using Microsoft Excel pivot tables. The evaluation provides a comparative analysis of the findings from the same participants represented in the baseline and the final evaluation.

Validation of Findings

The key findings, lessons learned, and recommendations of the evaluation were presented and discussed in a validation and interpretation workshop bringing together relevant internal stakeholders to develop key action points for future programming. The feedback generated fed into the modified final draft of the final evaluation report.

Limitations

- The final evaluation could not include feedback of participants who only attended one event in order to understand the reason for this and what could be done differently.
- The final evaluation was unable to benefit and build on the findings of the baseline assessment, as it did not include questions relevant to the project’s indicators.
3. Findings

3.1 Relevance

3.1.1: Are the stated goal and outcomes relevant to the context in Lebanon?

The final evaluation provides clear evidence of the Peace Pioneers project’s stated goal and outcomes’ relevance to the Lebanese context. There has been a clear gap in communication and partnership between the private sector and CSOs in general in Lebanon, not only in the field of peacebuilding. All of the 10 respondents to the KAP survey highlighted their “shared interest” as a major incentive to collaborate on peacebuilding. They all also highlighted the potential the private sector has to contribute to peacebuilding, while only four of them believed it was actually doing so before the project.

According to Permanent Peace Movement’s Director, “peace is a participatory process and we create it together, and only responding to calls for proposals will never create sustainable institutions.” Therefore, this project addressed this issue, and engaged the different stakeholders into common action for peacebuilding. The different CSOs met during this evaluation also described how they lacked the prior know-how in dealing with and approaching the private sector.

The preparatory session with the CSOs and the first innovation workshop showed how both sectors did not know each other well and lacked a common language (not only jargons, but also definitions of peace and operating procedures). Most of them were skeptical of what this emerging discussion would bring. Others were also hesitant to engage in a dialogue with the private sector around peacebuilding, as many CSOs blame the private sector for being part of the reason for violence in the country, and preferred not to associate their name with it.

The private sector is a community in itself, and it is important that the values of peacebuilding materialize inside the organizations as well. The UNDP peacebuilding program coordinator emphasised the importance of targeting the private sector for peacebuilding work in order to bring a wealth of individuals from different backgrounds and cultures together. This sector is interested in peace and stability (peacebuilding) because they believe it can further economic development as an outcome. According to the cofounder of Live Love Lebanon (NGO), the

---

11 The goal of the project being “to stimulate private sector engagement in peacebuilding in Lebanon”, and the specific outcomes were: “Increased understanding for key stakeholders on how the private sector in Lebanon can contribute to peacebuilding”, and “Strengthened working relationships between private sector and peacebuilding actors in Lebanon around shared values.”
private sector also has a real interest in stability, as it is a prerequisite for flourishing business operations and investment.

3.1.2: Did the project work on the right issues at the right time?

All of the different stakeholders interviewed as part of the final evaluation have stressed the timeliness of this project. Collaborations between civil society and private sector entities remain an untapped potential in the country. CSOs have been basing the majority of their funding on grants and donations from international NGOs and donors. They all feel now that this funding is decreasing given shifting donor priorities, and believe that alternative funding sources need to be pursued in order to offset these decreases. According to PPM’s Director, funding is essential, and unrestricted funds come mainly from the private sector. This would guarantee “our presence and neutrality,” he said. Therefore the need is growing for diversified funding sources to promote stable operations.

In turn, the Lebanese private sector has become more engaged in social issues and initiatives in recent years, and has expressed a willingness to build partnerships focused on long-term social value rather than only on singular activities. The private sector’s increasing interest requires a specific and shared definition of the term “peacebuilding” as it can connote multiple meanings and interpretations, some of which the private sector might feel are too risky to engage in. According to the Director of Peace Labs, peacebuilding is highly politicized and sensitive, which is why the organization (Peace Labs) has not tapped into it before this project. At the same time, he expressed how “this conversation is timely as the donor community will eventually withdraw, so how will all the CSOs sustain their work?”

The research component of this project also looked at providing insights into several assumptions and missing elements related to CSOs and private sector partnerships. Specifically, it aimed at better understanding how each sector perceives the other, in order to inform ideas for bringing them together in collaboration.

3.1.3: Did the activities and strategies fit objectives?

Specific outcome 1: Increased understanding for key stakeholders on how the private sector in Lebanon can contribute to peacebuilding.

The project faced certain challenges during the preparatory meeting and innovation workshop organized for CSOs. That was mainly due to the preconceived notions, expectations and
divergence in working approach of CSOs. At the same time, participants found value in these events and expressed a desire for similar opportunities in the future. The objective behind the project was not quite clear in the first two events. Specifically, participants wondered whether the events’ primary goal was to help CSOs obtain funding from the private sector.

Conducting two innovation workshops, as originally proposed by Search, was found insufficient to fulfill the project’s objectives. Search’s efforts to structure this project as an innovative pilot initiative, along with the donor’s flexibility and engagement, allowed the project design to be optimized over time. This ensured that the different project activities were building on each other to increase the understanding of the private sector around their contribution in peacebuilding.12 According to the findings of the KAP survey, all the four private sector organizations included in this evaluation have found the activities relevant and contributed to increasing their knowledge of the challenges and priorities for peacebuilding in Lebanon.

The research conducted by BRD had a significant relevance to the project’s implementation, as well as the design and preparations for the second phase. The multilayer findings have supported the identification of common ground between the private sector and CSOs, increasing the opportunities for partnerships between them.

The one-to-one meetings conducted by the Corporate Engagement Coordinator with private sector and CSOs’ representatives were highly relevant. It helped better understand and address their concerns and reservations, as well as provided direct guidance for steps to be followed in pursuing potential partnerships.

Specific outcome 2: Strengthened working relationships between private sector and peacebuilding actors in Lebanon around shared values.

The participants from CSOs and the private sector in addition to the external facilitators described how the idea of the luncheons was unique and innovative, as they brought the champions of each sector together around a conversation on SDGs 16 and 1713, explored areas for collaboration, and allowed participants to exchange experiences. Those who were interested

---

12 These changes included the addition of a preparatory meeting for the CSOs before engaging with the private sector, building a partnership with the GCNL and running the collaboration with the private sector under its umbrella, moving into individual meetings instead of workshops to deepen the conversations and explore different options, and shift from a second innovation workshop into two luncheons. The integration of SDGs 16 and 17 also gave a global dimension to the project that was not included during initial planning.

13 The agenda for each luncheon was designed to reflect the objectives in an engaging manner whereby participants receive new knowledge about the SDG 16 as well as interact with one another to generate new ideas and insights.
in following up on the various levels were the ones who prioritized attendance.\textsuperscript{14} The meetings also provided helpful documentation, in the form of reference material on both SDGs, for each sector to benefit from, and shared the concerns of the private sector with the CSOs attending. Facilitators also felt that the format of these luncheons was successful, as it was tailored towards the Lebanese context.

Based on the different interviews and KAP survey conducted with the sample of CSOs and private sector representatives, the first phase of the Peace Pioneers project was found relevant to a great extent. The project’s goal and outcomes are relevant to the Lebanese context and came at an important milestone where funding opportunities for CSOs is decreasing and the need for partnerships with the private sector and its engagement on peacebuilding is growing. The activities organized also helped in creating a momentum and an innovative space for further collaboration between both sectors.

3.2 Effectiveness

3.2.1: To which extent did the project contribute to stimulate the private sector engagement in peacebuilding?

Participants from the private sector and CSOs in the evaluation described a significant contribution from Search in stimulating the private sector engagement in peacebuilding. This evidence is supported by the findings from the KAP survey, KII, BRD’s research validation session, and the discussions during the project’s closing event. Similarly, this was established during the first innovation workshop where “the commonality in the answers to the questions by the CSO groups and the group of corporate representative has shown that both parties have common understanding of the main challenges to peacebuilding in the Lebanese context and both were willing to invest more effort in finding common projects to resolve them.”\textsuperscript{15}

At the same time, since this type of engagement between the two sectors has been minimal so far, Search had to start by establishing the ground for open communication and sharing between both sectors in general, before moving into the specific topic of peacebuilding.

Peacebuilding by itself, and the multiple interpretations it can have in the Arabic language, made some private sector participants hesitant, as they felt it important to agree on a specific definition of peacebuilding before engaging in further discussion. As described by a Banque BEMO representative, “peacebuilding in the absolute sense can be harmful to business at times, and

\textsuperscript{14} Several others from both sectors were willing/planning to attend, but had to cancel for reasons not related to their level of interest in the activity.
\textsuperscript{15} First Innovation Workshop Report, Peace Pioneers, Dr. Hassan Younes.
companies often try to stay away from it as much as possible due to fears of political tagging.” Similarly, all private sector representatives that engaged in the different activities expressed the risks posed by investing in peacebuilding initiatives.

It is important to highlight that the more that private sector participants became familiar with what the peacebuilding field entails and the different angles it can be approached from, the higher their interest was. At the same time, it was clear that the private sector had increased its knowledge of what direct and indirect programming in peacebuilding is, and remained interested in exploring further its potential contribution in the matter.

3.2.2: To which extent did the project change the targeted stakeholders understanding, perceptions and attitudes on how collaboration between the private sector and civil society can advance peacebuilding in Lebanon?

The final evaluation of the Peace Pioneers project provides evidence of a significant change among the targeted stakeholders’ level of understanding, perceptions and attitudes towards their partnership, and how it can contribute to advancing peacebuilding in Lebanon. Participants from both sectors became aware of each other’s fears, concerns, priorities, and methods. The KAP survey also showed that seven out of the ten respondents assessed their current level of knowledge and understanding of peacebuilding challenges and priorities in Lebanon as “very high,” with another participant self-assessing as “high” and the other two as “average.” Both respondents who reported an “average” knowledge level are from the private sector, one of which was being exposed to the concept of civil society partnerships for the first time and had no prior knowledge on peacebuilding. The second respondent is more familiar with CSR approaches and had limited prior knowledge of peacebuilding.

The initial design of Peace Pioneers made the assumption that two innovation workshops would be sufficient to forge partnerships between both sectors. Nevertheless, at the beginning of the project none of the 10 CSOs and private sector participants in the sample were prepared to pursue cross-sector collaborations, especially in terms of peacebuilding.

During the first set of activities, which took the form of a preparatory meeting and innovation workshop conducted with the CSOs, participants showed significant mistrust towards the private sector, flagging it as one of the contributors to violence in Lebanon. Specifically, they referenced
the close association between Lebanese businesses and the politicians that either own them or contribute towards their capital. Some participants were also skeptical that the private sector would be interested in efforts to address the country’s root causes of violence. Another group of long-established CSOs shared their perception of the private sector as a mere source of funding and not as partners, referencing the private sector’s “superiority attitude” towards the civil society. At the same time, CSOs were not aligned in their views, and had different approaches towards peacebuilding that included a wide range of definitions and programs.

In their turn, private sector entities were used to CSOs approaching them only to seek funding. They also had several questions around civil society’s motives and the effectiveness of their work, with some citing suspicions of corruption.

The preparatory meeting with the CSOs, the first innovation workshop, and the two luncheons did not fully reach a common definition of peacebuilding, either on a theoretical or practical level. However, it was clear from the start that private sector participants were interested in exploring possible areas for collaboration, and outlining different scopes where they can support a given CSO in its initiatives with financial or human resources. This is in line with the President of Adel Metni Foundation’s belief that “collaboration does not always have to be financial, it can easily be something with a zero cost like exposure to our organization.” The findings from BRD’s research, on the best form and content to approach the private sector, could have helped mitigate these challenges if it was available beforehand.

The number of CSOs decreased after the first two events as the priority of the project was to concentrate on those who, according to the Corporate Engagement Coordinator, had higher chances of developing partnerships with the private sector, and were more peacebuilding oriented. Others felt that partnering with the private sector would be “more hassle than it was worth.” Those who continued to attend became the project’s champions and contributed significantly towards developing a better understanding of their concerns, fears, priorities and approaches for adopting partnerships. For example, Peace Labs transferred the discussion around the partnership with the private sector internally. AMF also posted their participation on their Facebook page, and Live Love Lebanon on their instagram story.

Instead of a second joint innovation workshop, the project organized two separate luncheons conducted with private sector and CSO participants who demonstrated a continued commitment to the process. According to the events’ facilitators, these luncheons contributed towards changing the mindset of CSOs, as they became more convinced of their capacity to engage with the private sector and were able to envision more areas for engagement. Interviews with the

---

CSOs and private sector participants also provided similar evidence. According to the Director of Peace Labs linked that change to the description of concerns and approaches of the private sector assessed in the first luncheon, and relayed by the facilitators. The latter helped CSO participants develop a better understanding of how collaborations with the private sector can possibly be shaped. After their participation in the project, Peace Labs internally discussed how to approach the private sector for potential partnerships. The Director described how the project had a positive influence on their fundraising approach, and they have started looking for a common ground with the private sector for future plans and ideas.

According to the luncheons’ facilitators and participants, the activity also increased the level of knowledge of participants around SDGs 16 and 17. Seven out of ten respondents to the KAP survey mentioned that their knowledge of SDG 16 and 17 has “increased” or “extremely increased” after their participation in the project. Two of the remaining three already had a high level of knowledge before the start of the project. However, the level of interest in the SDGs varied among the CSOs. Some participants, such as Peace Labs and PPM, saw these SDGs as a much-needed framework, while others such as March Lebanon, Live Love Lebanon (NGO) and SHIFT were not as interested. Nevertheless private sector representatives were more aligned to tag themselves with these lines, as they have been more interested to affiliate themselves with the SDGs. At the same time, it is worth mentioning that CSOs such as Peace Labs and PPM expressed how the SDGs became essential in framing their programs.

**3.2.3: To what extent did the project succeed in strengthening working relationships between private sector and civil society actors around shared values?**

The first phase of the Peace Pioneers project served as an icebreaker and introductory stage between participants from both sectors. While the activities did not culminate in full and clear partnerships between the sectors as intended, they were successful in initiating several discussions and overcoming certain barriers that had previously kept both sectors from engaging each other. The project’s methodology, according to PPM’s Director, established a high level of trust and commitment to the collaboration process and will contribute towards longer-term results. This is in line with the findings of BRD’s research, which cited trust as a cornerstone for further action and the establishment of partnerships.¹⁷

All ten stakeholders interviewed as part of this evaluation mentioned that their level of interest in partnering on peacebuilding initiatives has increased as a result of the project. Additionally, nine out of the ten expressed that their relationship with the other sector has improved (one mentioned

it has “extremely improved”) due to their participation in the project. Similarly, eight out of ten felt confident (two felt extremely confident) in the joint engagement on peacebuilding between the two sectors.

While CSOs perceived an expressed interest on the part of the private sector, clarity was lacking on how to fully leverage this opening towards concrete next steps. None of the private sector formulated a written agreement, or a memorandum of understanding with any of the CSOs who were part of the project. Several of the latter mentioned that they have heard through Search about certain interest in their work by a given private sector entity, yet nothing was formalised.

It is also worth mentioning that Cedrus Bank tried to support SHIFT Social Innovation Hub in opening a bank account for the organization. This is SHIFT’s main priority, as the Central Bank has made all financial services more difficult for newly registered CSOs. The representative of Banque BEMO also expressed his willingness to follow up on the issue of opening a bank account for SHIFT (and other CSOs in the same situation) with the Central Bank, yet this did not result in concrete action during the project’s implementation period.

In another example, AMF reached out to Live Love Lebanon with a suggestion for collaboration. Mainly AMF sought Live Love Lebanon support in exposing their work further on their social media networks. Both organizations expressed their willingness to further explore this option.

The representative of Banque BEMO described how his approach was to try and show CSOs that he (and the bank) is accessible, and willing to support with knowledge sharing and skills transfer even though CSOs are not part of their client base. He stressed the fact that “we can always find a way, we just need to be well intended.”

3.2.4: What were the internal or external factors that facilitated or hindered the achievement of the objectives?

CSOs and private sector entities that took part in this evaluation highlighted how this was the first initiative so far (to the best of their knowledge) that brought both sectors together to discuss their priorities, concerns and potential areas for partnership. Moreover, the research conducted by BRD showed the interest of respondents from both sectors in forging collaborations around peacebuilding, though with certain caution. This was related to several factors, including the private sector’s lack of clarity in terms of the definition of peacebuilding, and the perception of some CSOs that the private sector is a contributor to violence in certain cases.

---
18 Such as opening bank accounts and receiving foreign and local transactions.
Another factor that affected the achievement of the stated objectives was the CSOs and private sector entities limited knowledge of Search. This in itself was a challenge, and the project had to base its outreach on the connections of Search’s Corporate Engagement Coordinator. While Search is well known among the donor community and has worked with a number of local organizations across Lebanon, this was its initial engagement with the private sector. Therefore, their capacity and institutional knowledge on how to successfully establish partnerships between CSOs and the private sector was limited.

A factor that facilitated the achievement of the project’s objectives was the strategy to prioritize CSOs and private sector organizations that expressed high interest and were found better positioned to attend the luncheons, enter partnership agreements, and participate in further bilateral conversations.

Because of Search’s limited experience and exposure, BRD often had to rely on its own network of contacts in order to collect the necessary data. BRD also faced difficulty in approaching the private sector, which is typically not accustomed to research activities that are not directly linked to their business operations. While there was a lack of available literature and pertinent case studies regarding the Lebanese private sector’s engagements in peacebuilding, this also served as an indicator of the relevance and importance of the project’s approach.

The private sector’s participation in project activities was mostly confined to a few active participants. While this allowed for in-depth engagement with those participants specifically, the fact that only a few private sector entities were represented limited the overall options for collaboration. As the co-founder of SHIFT described, “I lowered my level of expectation after the first meeting - I did not feel that any of the present organizations had an agenda to work in Tripoli.” This comment reflects the fact that all of the private sector participants were based in Beirut.

3.2.5: What are the major best practices and lessons learned stemming from the project’s implementation?

As a first attempt at researching and bringing CSOs and private sector entities together towards collaboration on peacebuilding in Lebanon, the implementation of the first phase of Peace Pioneers generated several lessons learned and best practices.
Lessons Learned and Good Practices

On Relevance

- The project requires a longer time frame in order to achieve planned outcomes. Given that it was the first initiative of its kind in the country, and that it addressed a sensitive topic such as peacebuilding, the project could have benefited from additional time and budget for implementation in order to create positive momentum, and move the current discourse between CSOs and the private sector to a more constructive level.
- It is important not to base the interventions and discussions around the SDGs or the GCNL only, as not everyone is interested in (or aware) of the GCNL and the SDGs, especially at a local level.

On Effectiveness

- Different private sector representatives participating in the evaluation and BRD’s research validation session discussed two approaches that CSOs can follow to seek their support. The more progressive ones opted for Option 1 (described below) that is built on complete partnership and engagement. Others felt Option 2 was more efficient, and can facilitate the decision-making process inside the organization.

<table>
<thead>
<tr>
<th>Option 1</th>
<th>Option 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSOs are advised to approach the private sector entity with an idea and build the project together.</td>
<td>CSOs looking to partner with the private sector are better placed if they work on developing an action plan, and seek from the private sector a specific task/service. That can come as part of a complete product with a ready draft plan, including a full detailed scenario and expected investment.</td>
</tr>
</tbody>
</table>

- The more examples that can be provided on how the collaboration can look, the more the private sector will be encouraged to explore and further discuss potential collaborations. This applies to a lesser extent with CSOs, as the private sector would need more detailed and concrete proposals or examples to be encouraged, whereas the CSOs are better placed to imagine what these potential partnerships can look like.
CSOs have to approach the private sector before the end of the fiscal year while planning for the budget of the coming year, and not after that. Doing so helps to guarantee the proper allocation of funds.

Concepts and ideas in their general sense might not be of interest for the private sector. Instead, explaining how things might look in actuality, supported with examples of existing experiences and case studies from Lebanon, can be more appealing.

3.2.6: What are the main results from the project, intended and unintended, positive and negative?

The final evaluation found clear evidence of the following positive results achieved through the Peace Pioneers project:

Peace Pioneers positioned Search and built its capacity as a credible actor capable of bringing CSOs and private sector entities together on peacebuilding initiatives. Search was able to achieve this result with no previous history in working with the private sector on peacebuilding, in Lebanon.

Search managed to establish the partnership with GCNL and engage with the private sector members under its umbrella. It also managed to play the role of the convener between the two sectors, and mainstreamed knowledge on how each sector functions and approaches peacebuilding. Moreover, Search created multiple forums for the private sector to learn about the initiatives that CSOs work on, and further explore opportunities for collaboration with organizations whose work aligns with their own. Search also pushed both sectors to become more transparent, and helped them build trust through personalized communication.

Peace Pioneers provided the space for the private sector to share its priorities and challenges in terms of partnering with civil society. The project also captured best practice learnings for CSOs on how to approach the private sector, not only in theory but also through practical engagements and open discussions. As the Director of Peace Labs described, “If we do not understand what the private sector is afraid of, we will not be able to know how to talk to each other.”

Peace Pioneers created a momentum with a list of stakeholders willing and capable to push the objectives of the project further. It established insights and entry points to better support the development of partnerships between CSOs and private sector entities on peacebuilding. According to AMF’s President, “Peace Pioneers has established the ground for potential partnerships, if not now, in the future.”
The lessons learned and insights generated from the different project activities and research can support similar work between CSOs and private sector entities on different topics as well, and not only peacebuilding. The learning identified from this phase can also support in the design of future project phases.

Search was capable of identifying champions from both sectors to take the conversation further, and work towards a more viable partnership. Additionally, the research conducted through BRD was the first clear document on this topic in the literature in the Lebanon.

The findings of BRD’s research, in addition to the various conversations conducted during the workshops and on an individual level, combine to form a body of knowledge to inform the second phase of the project, and identify lessons learned for future initiatives.

The project explored the common interests for both sectors; nevertheless it is still not clear what these sought for partnerships could look like. Unfortunately, the research element of the project did not manage to provide the missing local perspective and examples of local interventions.

### Table 4: Project Outcomes by Indicator

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Project Target Achieved in the Project</th>
<th>Comments on % of Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact Goal 1.1:</strong> To stimulate private sector engagement in peacebuilding in Lebanon</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator 1.1.1:</strong> # of concrete examples of increased collaboration between civil society and private sector participants to effectively promote peacebuilding</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td><strong>Indicator 1.1.2:</strong> # of key stakeholders who are committing to officially join, in 2018, the Global Compact Network Lebanon with a focus on SDG 16</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>
**Specific Outcome 2.1:** Increased understanding for key stakeholders on how the private sector in Lebanon can contribute to peacebuilding

**Indicator 2.2.1:** % of project participants who show an increased understanding of how collaboration between the private sector and civil society in Lebanon can contribute to peacebuilding

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Participants</th>
<th>Result</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.1</td>
<td>-</td>
<td>9 out of 10</td>
<td>All evaluation participants except for BLOM bank. Possibly because different representatives attended different activities, and there was not enough build up.</td>
</tr>
</tbody>
</table>

**Indicator 2.2.2:** % of project participants who believe in the potential of the private sector in Lebanon to contribute to peacebuilding and can provide specific examples

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Participants</th>
<th>Result</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.2</td>
<td>-</td>
<td>7 out of 10</td>
<td>The three who mentioned it was average are SHIFT, Live Love Lebanon and BEMO Bank</td>
</tr>
</tbody>
</table>

**Specific Outcome 3.1:** Strengthened working relationships between private sector and peacebuilding actors in Lebanon around shared values

**Indicator 3.1.1:** # of participants who participate in project meetings, workshops, and conferences

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Participants</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1</td>
<td>-</td>
<td>48</td>
</tr>
</tbody>
</table>

Number of individuals attending the preparatory meeting, innovation workshop, or the two luncheons.

Number of individuals and not organizations, and with no duplication.

**Indicator 3.1.2:** % of project's participants who changed their perceptions towards their own group and the other group stakeholders' ability to advance peacebuilding in Lebanon

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Participants</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.2</td>
<td>60%</td>
<td>100%</td>
</tr>
</tbody>
</table>

No available data at baseline

Indicator calculated from qualitative findings, from a total of 10 participants.

**Indicator 3.1.3:** % of participants who can elaborate on how they will pursue the engagement initiated through the project

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Participants</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.3</td>
<td>60%</td>
<td>100%</td>
</tr>
</tbody>
</table>

All ten participants expressed explicit interest and willingness to continue taking part in any future activities of the project.

The final evaluation provides sufficient evidence on the high effectiveness of the Peace Pioneers project. It has contributed significantly in stimulating the interest and engagement of the private sector in peacebuilding - a subject matter that was previously sensitive for them to be part of. Peace Pioneers also succeeded in shaping the perceptions and attitudes of CSOs and private sector participants on the effectiveness and viability of such partnerships. It has also established and paved the way for several leads and advanced discussions on potential partnerships between both sectors, shaped around shared and common values. It is also worth mentioning that findings from the different interviews provide clear indication that there were no negative implications on the participants who took part in the project.
4. Conclusion

Peace Pioneers constituted a good pilot for a much-needed conversation around the collaboration between private sector entities and CSOs in Lebanon. Moreover, it was influential in laying the groundwork for an open and transparent conversation between stakeholders from both sectors to decode the needs, perceptions and priorities of each, in order to get to know the other.

The first phase of the project entitled participating CSOs to enter into an informed discussion with the private sector, now they understand a shared language, potential areas of support and each other’s interests and concerns. Achieving this required sustained engagement between sectors and several meetings between the two in order to establish positive momentum and allow participants to rise above the preconceived notions they held about each other. Going forward, new opportunities need to be created that bring both sectors together in joint discussions.

Collaborations between the private sector and CSOs need not always be financial. Peace Pioneers demonstrated a high level of interest among the private sector in supporting CSOs in internal processes, management operations, financial procedures and visibility. This fact was largely neglected by participating CSOs who focused on projects to be designed and implemented only.

Peacebuilding is not a clearly measurable concept and requires a more thorough definition before the private sector is willing to engage in full-fledged partnerships on initiatives that address the root causes of violence. Until some of these issues are resolved, the private sector is likely to show a reluctance to associate itself with peacebuilding efforts, at least in a general sense. This re-affirms the need to hold more participatory discussions on the various definitions and interpretations of peacebuilding at both a theoretical and practical level.

The private sector itself can also be considered as an important target for peacebuilding programs and not only as a financial contributor. It is an environment that brings together individuals from different communities and backgrounds, therefore partnerships with CSOs can also support private sector entities in fostering an internal culture of peacebuilding as well.

The findings of BRD’s research, the innovation workshop and luncheons, and this evaluation established essential learning for approaching CSOs and private sector entities to explore partnerships around peacebuilding. Any further attempts in that regard need to consider this established body of knowledge and expertise, and continue to build on it.

CSOs and the private sector will continue to require a facilitator to bridge the gaps between both sectors, unify the language used by each, and explore further the needs and priorities of each stakeholder.
The role of media organizations as key peacebuilding players and influencers has been highlighted during the several interviews, BRD’s research validation session and the closing event. The different media outlets and activists have a significant capacity in shaping the public’s opinion regarding peace and conflicting issues, which necessitates the need to engage them as potential stakeholders in peacebuilding partnerships and initiatives.

5. Recommendations

The learning and conclusions established during the first phase of the Peace Pioneers project have to guide the design and implementation of the phases to come. The discussion initiated around peacebuilding and the joint efforts of the private sector and peacebuilding CSOs continues to require a moderator for enhancing their engagement and understanding of opportunities available. Search continues to be needed in supporting partnerships that are not only built around financial exchanges, and in establishing tailored indicators to measure the impact of potential collaborations. While working towards these goal Search can benefit from the following recommendations aimed at the different facets of planning and implementation.

- The different project activities showed the importance of reaching a common ground in existing definitions of “peacebuilding.” Framing the term can better establish what it can mean to both sectors and how it can be translated into common actions and partnership.

- Search can support the private sector in establishing standards for measuring their contributions, so as not to be limited with the financial component of the return on investment (ROI), and adopt a tailored outcome-oriented model instead. This need was echoed by the different private sector respondents in the evaluation.

- An important type of partnership that representatives of both sectors emphasized was “skills sharing.” This exchange of expertise can be further explored in the coming project phase. CSOs feel that they have the capacity to provide training on the different topics they already offer for NGOs around peacebuilding. Similarly, the private sector representatives expressed on several occasions their willingness to provide technical expertise and coaching for CSOs on various topics (which is also more feasible and requires less financial resources). As a Banque BEMO representative described in the BRD research validation session, “we are ready to coach CSOs. It is as valuable as money.”
• In approaching representatives of both sectors to contemplate partnerships, Search has to take into consideration that participatory partnerships cannot succeed without the encouragement of stakeholders from both sectors. That would include the build-up of the “project” jointly and not only presenting the idea for funding. This transforms the private sector from only being a supplier to a true partner. While looking at building partnerships, it is also important and more efficient to consider bringing together CSOs working on common causes or programs and private sector entities that are already looking to support and adopt similar types of causes. This would help to eliminate “unnecessary” competition and bring more value to the partnership for both sides.

• Engage with media stakeholders as part of the private sector ecosystem. The different data generated from this evaluation and the research conducted by BRD show a great need to involve this sector in building partnerships on peacebuilding, as it plays an essential role in providing the ‘right’ exposure.

• The volunteering programs of most of the large private sector entities remain untapped by CSOs working on peacebuilding, and can be a valuable asset to explore. Representatives of private sector organizations discussed the comparative ease of engaging their volunteers over making financial contributions.

• Continue making the research conducted by BRD “alive” and turn it into a practical tool through the continuous documentation of collaborations (or attempts for partnerships), insights, learning and expertise from the different activities and implementation.. This is important to continue the learning that emerged out of the different activities of this project.

• Search can better guide and coach CSOs in conducting thorough preparations, including an internal assessment of gaps and needs as well, prior to engaging with the private sector, which will help them be able to more skillfully identify entry points for partnership.
6. Appendices

Appendix 1: Data Collection Tools

A- KAP Survey

<table>
<thead>
<tr>
<th>A.</th>
<th>Personal Information</th>
</tr>
</thead>
</table>
| A.1 | Organization’s type? | ● Civil Society  
|     |                      | ● Private Sector |
| A.2 | Respondent’s position? | |

<table>
<thead>
<tr>
<th>B.</th>
<th>Private Sector-Civil Society Collaboration for Peacebuilding in Lebanon</th>
</tr>
</thead>
</table>
| B.1 | To what extent do you think the private sector in Lebanon currently has the potential to contribute to peacebuilding? | ● Doesn’t have potential at all  
|     |                                                                             | ● Has potential but is not contributing  
|     |                                                                             | ● Has a lot of potential and is contributing  
|     |                                                                             | ● Is contributing much more than it should |
| B.2 | Prior to the Peace Pioneers project, have you previously collaborated on a peacebuilding activity/program between your entity/organization with CSOs/private sector? | ● Yes  
|     |                                                                             | ● No |
| B.3 | In your perspective, what would be the main incentives for the private sector and civil society to collaborate in Lebanon? (choose maximum 3 options) | ● Pooling Resources  
|     |                                                                             | ● Pro Bono Services  
|     |                                                                             | ● Shared interest  
|     |                                                                             | ● CSR  
|     |                                                                             | ● Shared Knowledge  
|     |                                                                             | ● Increase Reach  
|     |                                                                             | ● Other:...................................... |
| B.4 | In your perspective, what would be the main challenges for the private sector and civil society to collaborate in Lebanon? (choose maximum 3 options)? | ● Finding Common Goals  
|     |                                                                             | ● Building Trust  
|     |                                                                             | ● Transparency  
|     |                                                                             | ● Seriousness  
|     |                                                                             | ● Common Target Audience  
|     |                                                                             | ● Other:...................................... |
### B.5 Since the beginning of your engagement in the Peace Pioneers project, did you collaborate or partner with a CSO/private company for your activities?
- Yes
- No

### B.6 If you answered yes to B.11 identify the type of support or collaboration that happened
- Training
- Funding/Sponsoring
- Advertising/marketing
- Participation in joint meetings/workshops
- Other:…………………………..

### B.7 If the answer is No, what prevented you from collaborating with CSO/private company for your activities?

### C. Experience in the Project and Assessment of Outcomes

#### C.1 Before participating in the project, did you have any prior knowledge of SDGs 16 and 17?
- Yes, to a great extent
- Yes, to a moderate extent
- Yes, to a little extent
- No, not at all (skip to C.3)

#### C.2 How do you compare your level of knowledge of SDGs 16 and 17 to what it used to be before participating in the project?
- Extremely increased
- Increased
- Stayed the same

#### C.3 How do you assess your current level knowledge and understanding of peacebuilding challenges and priorities in Lebanon?
- Very High
- High
- Average
- Low
- Extremely low

#### C.4 How do you describe your relationship with CSOs/Private sector after your participation in the Peace Pioneers project?
- Extremely Improved
- Improved
- Has prospects
- Stayed the same
- Deteriorated
<table>
<thead>
<tr>
<th>C.5</th>
<th>How do you describe your level of confidence in CSOs/Private sector’s joint engagement in peacebuilding after your participation in the Peace Pioneers project?</th>
</tr>
</thead>
</table>
|     | • Extremely Confident  
|     | • Confident  
|     | • Stayed the same  
|     | • Less Confident than before  

<table>
<thead>
<tr>
<th>C.6</th>
<th>Please elaborate on your previous answer:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>C.7</th>
<th>How do you describe the level of your interest in partnering with CSOs/Private Sector Organizations in Peacebuilding initiatives/projects?</th>
</tr>
</thead>
</table>
|     | • Increased after the project  
|     | • Stayed the same  
|     | • Decreased  

<table>
<thead>
<tr>
<th>C.8</th>
<th>Can you please elaborate on why it changed to the way it did?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>C.9</th>
<th>How do you believe the Private Sector entities can support CSOs in peacebuilding programming?</th>
</tr>
</thead>
</table>
|     | • Volunteering of corporate employees  
|     | • Shifting CSR activities to peacebuilding  
|     | • Facilitating access to financing  
|     | • Run joint campaigns  
|     | • Providing exposure  
|     | • Other:……………………………… |

<table>
<thead>
<tr>
<th>C.10</th>
<th>(For private sector respondents) How do you assess your current capacity to contribute to peacebuilding in Lebanon</th>
</tr>
</thead>
</table>
|     | • Very High  
|     | • High  
|     | • Moderate  
|     | • Low  
|     | • Very Low  

<table>
<thead>
<tr>
<th>C.11</th>
<th>Have you engaged with any of the CSOs/Private sector representatives who participated in the project beyond the activities of Peace Pioneers?</th>
</tr>
</thead>
</table>
|     | • Yes  
|     | • No  
|     | • I/We intend to  

<table>
<thead>
<tr>
<th>C.12</th>
<th>If yes, please describe how/in what?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>C.13</th>
<th>(For Private Sector Respondents) Have you expressed any interest in joining the Global Compact Network Lebanon?</th>
</tr>
</thead>
</table>
|     | • Yes  
|     | • No  
|     | • I/We intend to  

|
C.14 | If yes, please describe how? | ● Attended the inauguration event  
● Sent a letter of intent  
● Signed an MoU  
● Other:………………………………

C.15 | Would you be willing to attend/participate in future activities organized by Search within the same objectives? | ● Yes  
● Probably  
● No  
● Not sure

C.16 | Please clarify your answer:

C.17 | Is there anything you would like to add or any recommendation you would like to share in order to strengthen the impact of the Peace Pioneers?

B- Key Informant Interview Guide with Research Partner -BRD-

● What were facilitators/barriers you have encountered when conducting your research?  
  o How did you approach/mitigate it?

● From the interviews and data collection activities you have conducted, do you think this is the right time to work on engaging private sector in peacebuilding in Lebanon?  
  o Why is that?

● To what extent you believe you were capable of answering the objectives of the research?  
  o Any insights you were surprised with/not expecting?

● Were any of the findings reflected in the implementation of the project?  
  o Why/Why not?  
  o If yes, please elaborate on how the findings were used?  
  o Were you able to adapt the timeframe of the research in conjunction with project implementation?  
    • What went well, and what did not?

● Can you share any established best practices in approaching the private sector to engage in peacebuilding research/initiatives?  
  o Things to do/avoid?

● How do you perceive the interest of private sector to be involved in such initiatives?  
  o Can you elaborate?  
  o How do you assess the interest/willingness of CSOs in this collaboration?
• Was there any finding that really surprised you during the data collection and/or analysis?
• Any suggestions for further research activities within the same scope?

C- Key Informant Interview Guide with Search/Partners/Consultants

• What encouraged you to implement/fund/support such a project in Lebanon?
• Do you think this is the right time for it?
  o Why?
• What is the intended goal it aims to achieve? (Perceived goal/benefit from it)?
  o To what extent was it achieved?
  o Why?
• What were the facilitators and challenges in bringing the CSOs and private sector together into joint meetings and workshops?
  o What was the learning identified from it?
  o How would be best to approach similar activities in the future?
• How do you assess the current level of understanding and interest of participating private sector actors to engage in peacebuilding activities in Lebanon?
  o How do you compare it to how it used to be before the project?
  o What is still missing? Any identified gaps?
• What are for you the main achievements of the Peace Pioneers project? What changes did you notice in the participants?
• Was a peacebuilding platform established?
  o If yes, who is represented?
  o If not, why?
• Looking back on how the project was implemented:
  o To what extent you think the methods and approach used were effective?
  o What would you have done differently?
    • How can it be integrated in future programming?
  o How do you assess Search’s capacity to play the role of convening private sector organizations and CSOs to collaborate on peacebuilding?
    • Any experience still missing/required?
• Were there any mechanisms established to increase the collaboration between private sector organizations and CSOs on peacebuilding?
  o To what extent was it effective?
• Any additional insights or recommendations for future programming?
D- Key Informant Interview Guide with UN Global Compact

- What is your overall perception of the Peace Pioneers project?
- What encouraged you to enter into this partnership with Search?
- To what extent do you believe its stated goal and outcomes are relevant to the Lebanese context?
  - Why is that?
- Do you think this is the right time to work on this issue in Lebanon?
  - Is it a priority?
  - Why so?
- How do you assess the private sector’s ability to advance peacebuilding in Lebanon?
  - Any insight on how it changed for the Peace Pioneers participants in comparison to before the project?
- How do you perceive the Peace Pioneers participants current level of interest in joining the Global Compact Network Lebanon?
  - What can Search do to increase their readiness and interest in coming phases?
- Any additional insights or recommendations?

E- KII Discussion Guide with CSOs Representatives

- If I tell you peacebuilding, what is the first thing that comes to your mind?
- What is your overall impression of the Peace Pioneers project?
- Could you please describe in what capacity and which activities you have participated in?
  - How do you describe your level of engagement in the project activities?
- In your opinion, what were the major achievements/obstacles of the project?
  - Can you please provide examples of each?
- To what extent do you think the project helped build your understanding around the private sector’s contribution in peacebuilding initiatives/programs?
- Do you think it answer a current need?
  - How? Why?
- How do you perceive the approach followed in the project?
  - Did it manage to influence your level of trust in private sector and its potential role in peacebuilding?
  - Why is that?
- Were you capable of identifying/prioritizing issues linked to peacebuilding challenges and needs in Lebanon with the support of this project?
  - How relevant/close was it to the perception of the private sector?
  - To what extent you believe this project managed to bring both viewpoints closer?
• To what extent you believe the project has managed to create a foundation for collaboration between CSOs and private sector to work on shared values?
• Any new channels of communication opened with the private sector outside of this project?
  o If yes, please describe?
• Have you taken an initiative towards any of the private sector participants?
  o Any one from the private sector participants has approached your organization?
• How do you assess your level of understanding/knowledge of SDG 16? SDG 17?
• Any additional insights or recommendations for potential future phases of this project?

F- KII Discussion Guide with Private Sector Representatives

• If I tell you peacebuilding, what is the first thing that comes to your mind?
• What is your overall impression of the project?
• Could you please describe in what capacity and which activities you have participated in?
  o How do you describe your level of engagement in the project activities?
• What encouraged you the most to participate/engage in such a project?
• In your opinion, what were the major achievements/obstacles of the project?
  o Can you please provide examples of each?
• To what extent do you think the project helped build your understanding around how the private sector can contribution in peacebuilding initiatives/programs?
  o What contributed to that?
• To what extent this is a priority for you and the entity you represent?
• How do your describe your current level of understanding of SDG 16? 17?
  o Any additional information you wish to know more about?
• To what extent has the project succeeded encouraging you or your entity to contribute in peacebuilding programming in Lebanon?
  o If yes, please explain how?
  o If no, why? What still can be done?
• Have you ever met any of the CSOs outside of the project activities to plan for a potential collaboration?
  o If yes, please describe?
• How do you describe your current level of awareness of CSOs engagement in peacebuilding?
  o Or their needs?
• How do you assess your level of trust in CSOs working on peacebuilding in general?
  o Those who you encountered during the project?
• How do you describe the level of dialogue that took place with CSOs working on peacebuilding?
• How do you think your entity can contribute to peacebuilding in the country?
• Have you joined or expressed interest in joining the Global Compact Network Lebanon?
  o If yes, how?
• To what extent you believe CSR strategies can contribute to better cooperation with peacebuilding CSOs?
• Any additional insights or recommendations of how the role of the private sector can be improved in peacebuilding?
Appendix 2: Documents Consulted

- Agenda, meeting handouts and report of the SDG16 Luncheon meeting.
- Baseline Raw Data
- BRD Research Inception Report
- Building Bridges between the Private Sector and Peacebuilding Initiatives – Lebanon Inception and early drafts of the report
- Project Proposal
- Peace Pioneers Workshop 1 notes
- Updated Project Plan
- M&E Matrix
- First Innovation Workshop Report
- Social Leadership Council Concept Note
Appendix 3: Evaluation Terms of Reference

Terms of Reference for a Final Evaluation
December 2017

Search for Common Ground Lebanon (Search) seeks to recruit a consultant to conduct a Final Evaluation for its Swiss Embassy funded project in Lebanon. The assessment should be completed by the 23rd of February, 2018.

Search Lebanon invites all interested and qualified candidates to apply by submitting their resume, letter of interest, tentative plan, and budget, clearly explaining how their experience meets desired qualifications by the 12th of December 2017 through email to mortmans@sfcg.org.

1. Background

1.1. Organization Overview

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 Lebanese context.

For more information, visit www.sfcg.org and https://www.facebook.com/sfcg.lebanon.

1.2. Intervention Summary

Search for Common Ground is implementing a 14-month project scheduled to conclude February 2018. The overall goal of the project is to stimulate Lebanese private sector engagement in peacebuilding through achieving specifically the following specific outcomes:

1) Increased understanding for key stakeholders on how the private sector in Lebanon can contribute to peacebuilding
2) Strengthened working relationships between private sector and peacebuilding actors in Lebanon around shared values

1. The Final Evaluation

a. Assessment Objectives

The intended evaluation should be based on the OECD-DAC peacebuilding Evaluation Criteria: relevance and effectiveness, investigating below set of questions, and utilizing and/or addressing the performance indicators described in the project document.

The final evaluation will also consist of a comparative assessment towards the baseline findings. In particular, it will answer to the following questions:

Relevance
- Are the stated goal and outcomes relevant to the context in Lebanon? Did the project work on the right issues at the right time?
- Did the activities and strategies fit objectives?

Effectiveness
- To which extent did the project contribute to stimulate the Lebanese private sector engagement in peacebuilding?
- To which extent did the project achieve to change the targeted stakeholders understanding, perceptions and attitudes on how collaboration between the Lebanese private sector and civil society can contribute to advance peacebuilding in Lebanon?
- To which extent did the project succeeded in initiating working relationships between private sector and civil society actors around shared values?
- What were the internal or external factors that facilitated or hindered the objectives’ achievements?
- What are the major best practices and lessons learned stemming from the project’s implementation?
- What are the main results from the project, intended and unintended, positive and negative?

In addition to the above lines of inquiry, the evaluation is expected to provide quantitative and qualitative information on the key indicators as listed in the project logic:

<table>
<thead>
<tr>
<th>Impact Goal</th>
<th># of concrete examples of increased collaboration between civil society and the private sector participants to effectively promote peacebuilding</th>
</tr>
</thead>
<tbody>
<tr>
<td>To stimulate Lebanese private sector engagement in peacebuilding</td>
<td># of key Lebanese stakeholders who are committing to officially join, in 2018, the Global Compact Network Lebanon with a focus on SDG 16</td>
</tr>
</tbody>
</table>
## Specific outcome 1
Increased understanding for key stakeholders on how the private sector in Lebanon can contribute to peacebuilding

- % of project participants who show increase in understanding of how collaboration between the private sector and civil society in Lebanon can contribute to peacebuilding
- % of project participants who believe in the potential of the private sector in Lebanon to contribute to peacebuilding and can provide specific examples

## Specific outcome 2
Strengthened working relationships between private sector and peacebuilding actors in Lebanon around shared values

- # of participants who participate in project meetings, workshops, and conferences
- % of project's participants who changed their perceptions towards their own group and the other group stakeholders' ability to advance peacebuilding in Lebanon
- % of participants who can elaborate on how they will pursue the engagement initiated through the project

### b. Audience

The **primary audience** of the Final Evaluation will be Search. Recommendations should emerge from the study to inform current and future programming in Lebanon and in the region. The **secondary audience** will be the donor, the Swiss Embassy in Lebanon, as well the peacebuilding community at large, which will use the findings and recommendations to strengthen its current and future programming.

### c. Methodology

**Approach**

Search approach to evaluation is grounded in the guiding principles of our work: participatory, culturally sensitive, committed to building capacity, affirming and positive while honest and productively critical, and valuing knowledge and approaches from within the context. Search and the hired consultant(s) will agree upon a joint set of evaluation standards when negotiating the final contract of agreement.

The below principles should be taken into account:

- Inclusiveness—the methodology should include a wide range of viewpoints, specifically gender and age-sensitivity when applicable.
- Mixed-method approaches—both qualitative and quantitative methods need to be present in the methodology.
● Rigor of evidence—gathered information needs to be reliable and transparent
● Ethics—the methodology needs to consider ethics in order to insure that the evaluation is fully objective.

In addition, the consultant is expected to respect Search evaluations standards, to be found in Search evaluation guidelines:

Methodology & Scope of Evaluation:
The evaluation will investigate two principal target groups: the Lebanese private sector and the Lebanese civil society active in peacebuilding. The sample size should be adequate and representative of the target groups. In addition, the evaluation should employ both quantitative and qualitative methods.

It will draw on the following sources and data collection methods:
● Desk study review: Project documents and other relevant sources of data to complete the assessment.
● Reflection Sessions: two reflection sessions to be conducted separately with (1) civil society project’s participants and (2) private sector project’s participants.
● Key Informant Interviews (KII): interviews to be conducted with key stakeholders involved in the project (e.g. implementation staff, research partner, UN Global Compact, etc.)
● Survey: Surveys to be conducted with all stakeholders from the private sector and civil society who have been directly engaged in the project.

2. Implementation Information

a. Final Evaluation Team

The consultant will work closely with Search Lebanon DM&E and Learning Manager who will be ensuring that all milestones are met. He/she will also act as focal point on all issues including logistics and will sign off on the final papers in consultation with the MENA Regional DME Specialist and with the final approval of the Lebanon Country Director.

b. Deliverables

● Within seven days from signing the contract, the consultant should submit an Inception report, which clearly defines the study background and methodology, including clear outlines for the data collection tools and research timeline with specific deadlines for each deliverable. The Inception report and the data collection tools need formal approval from Search before starting the data collection in the field.
● A draft final evaluation report to be submitted within 10 days of completion of the data collection for review and comments from Search country team and the Regional DMEL specialist. The review and feedback of the report could be more than one round
depending on the quality of the report and the extent to which the comments and suggestions from first round have been incorporated.

- A final evaluation report to be submitted after incorporating the comments of Search. The report should be written in English, 30-35 pages excluding annexes, and using the Baseline Template provided by Search, consisting of:
  - Cover page, Search will provide sample cover sheet for reference
  - Table of contents, list of acronyms, abbreviations and list of tables and charts.
  - Executive summary of key findings and recommendations – 3-4 pages
  - Background information and context analysis presented per key criteria with a brief description
  - Evaluation methodology with clear explanation of sampling and limitations, participants’ selection and data analysis approach.
  - Research findings, analysis, with associated data presented, where appropriate in clear graphs or charts. The findings can include subsections for each research criteria.
  - Conclusion and Recommendations for future project implementation.
  - The recommendations should be framed according to each evaluation criteria.
  - Appendices should include the ToRs, collected data, detailed description of the methodology with research instruments, and list of participants.

- A Digest Assessment of no more than 10 pages to be shared with the wider target audience.

- Once the draft is submitted and reviewed, Search may decide based on the quality of the draft whether the consultant may be required to revise the draft, working closely with Search DM&E Manager as necessary.

- The report should be submitted electronically in a MS – Word document. The consultant is responsible for English editing of the final report which should be well formatted. The report will be credited to the evaluator and potentially placed in the public domain at the decision of Search.

- All handwritten and electronic transcripts of data collection, hard copies of survey questionnaires, photographs taken during the assessment and any equipment received from Search for the purpose of the study should be submitted to Search. Furthermore all information generated during the baseline study will be the sole property of Search and is subject to submission to Search along with the final report, prior to the end of the contract.

3. Deadlines
- Consultant recruitment deadline: December 13, 2017
- Deadline for finalising the Inception Report and data collection tools: December 20, 2017
- Deadline for finalising data collection: February 9, 2018
- Deadline for the draft report: February 19, 2018
- Deadline for the final deliverables: February 26, 2018

4. Logistical Support
- Ensuring that the consultant receives key documents in a timely manner
- Helping to set up the data collection needed arrangements
• Arranging meetings with the project team and key staff

5. The Final Evaluation Consultant

Consultant’s Qualifications
Search Lebanon seeks an experienced consultant with the following qualifications:

• Proficiency in Arabic and English.
• Solid understanding of the Lebanese peacebuilding context.
• More than 5 years of experience in private sector and civil society research or equivalent project evaluation and baseline expertise, including collecting and analysing data from interviews, surveys, FGDs, etc.
• Solid knowledge and experience of corporate social responsibility and related concepts as well as SDGs application in Lebanon.
• Experience in working with international organisations.
• Strong communication and writing skills.
• Research and evaluation methods and data collection skills.
• Ability to be flexible with time and work schedule.
• Attention to detail and ability to meet tight deadlines.
• Conflict resolution/peacebuilding experience.

6. Budget
The budget allocated for the baseline study is up to 6,100 USD.
Appendix 4: Operational and Programmatic Recommendations and Lessons Learned

The following lessons learned are derived from the project implementation team, namely the Corporate Engagement Coordinator, and BRD the research partners:

- Depending on the planned research objectives, one-to-one meetings and phone calls can be more effective in obtaining the buy-in of private sector entities and providing in-depth knowledge. Stakeholders would be more at ease to do so in bilateral meetings.
- Factors that encourage stakeholders to participate in the project:
  - Personal relationships
  - Innovation of the project
  - Providing something written and clear on project activities. This was demonstrated in the project pamphlet and background handouts on the topics tackled that were distributed.
- It is not very effective to have an online assessment or evaluation forms, as the level of responsiveness of CSOs and private sector alike is minimal. The low response rate required a significant amount of staff time in order to follow-up with respondents and ensure responses were completed in a timely fashion.
- The venue and setting of a meeting bringing CSOs and private sector participants together needs to allow for a participatory activity design where all participants feel at ease and engaged.
- There is a need to provide a recap of the agenda and action points after each activity in order to make sure that all participants are updated. Interviewees expressed during the final evaluation how they felt as if nothing was happening in between meetings. No follow-up and content was shared. This documentation is important to keep the participants informed of the process, and to re-engage those who left too early in the process and stopped attending.
- Gaps in time between activities and communication can make participants lose interest in the process.
- Additional time is required to study and better know which CSOs and private sector entities to invite for project participation. This internal research can also allow for a better identification of who to invite within each organization (for example, someone more knowledgeable of the organizational strategy rather than a treasurer).
- Lessons learned regarding the research methodology:
  - Individual interviews are more effective and feasible than group ones.
  - Conducting more than one meeting with the same organization can be helpful in identifying the person within that organization who is most capable of providing the requested information.
Final Evaluation | Peace Pioneers

- Sufficient time is needed to research whom from the private sector should be selected for interviews.
- There is a need for a greater understanding of local contexts before generalizing findings at a higher level. Knowledge about the local private sector continues to be lacking, but remains essential for developing a comprehensive understanding of sector dynamics.

- Research of this scope requires a longer overall time frame to be conducted. That includes the sufficient time to identify proper key informants (mainly among the private sector), securing meetings and mostly identifying case studies.

- Peace Pioneers has to increase the level of communication and coordination between the different project partners. The different partners wished for an increased level of communication and planning during the project in the spirit of pitching in the planning and implementation, generating ideas, thinking and troubleshooting together.

- Search can explore widening the pool of private sector participants in the next phase of the project, and connect with new members to become part of this council and its various committees. The representative of Bank Audi expressed her readiness to link the participants in the validation session of BRD and other stakeholders’ part of Peace Pioneers with the Economic and Social Council of Lebanon, as she is already a member on one of its committees.

- The outreach to the different stakeholders engaged in project activities was through personal connections (of the Corporate Engagement Coordinator or the consultants at BRD) or the GCNL. It is important for Search to build on that circle created and add to it from other potential connections. At the same time, there is need to internalize these relationships with Search and not keep it at the personal level so it can be built on further, and become more sustainable and integrated within the organization.

It is important to approach local level private sector organisations, and not only those based in central Beirut. By doing so, Search can benefit from the following recommendations that came out during this evaluation:

- Peacebuilding themes for collaboration need to be tailored based on local needs, characteristics and priorities that are of a bigger concern for the local private sector community. When doing so, it is important to make sure of:
a. Avoiding vague concepts that the local private sector community has no interest in. One of the examples that came out during this evaluation was the SDGs.
b. Framing the partnership approach in a way that shows that the private sector has a role to support its city to move out of crisis, and participate with those who were the most affected. According to SHIFT who have initiated such work with the local private sector in Tripoli, the latter would feel more engaged if the messaging is illustrating the importance of their role and contribution to support those who are worse off.

- Expand access to local regions. For example, initiatives in Tripoli can be facilitated through private sector and CSO entities who work on a national level but have a local presence in Tripoli. Outreach should also be conducted to locally-headquartered organizations.

- Increase the opportunities of each sector to know the other better. CSOs stressed on the importance of also knowing the interest of the private sector, and its direction for partnerships or causes it highlights as priorities. This would help CSOs develop a better understanding of whom, and on what, they can collaborate with and on.

- While participants from the private sector demonstrate project buy-in, this does not necessarily mean the companies they represent are equally interested. Therefore, it is important to support those “champions” in convincing their company’s management of the aims of the project.

- Support CSOs to think creatively and plan for collaboration options that do not always require or rely solely on financial contributions. This can be in the form of participatory innovation workshops or coaching.

- Bring representatives from CSOs and the private sector together on a bilateral basis to discuss partnerships. This can be done by coaching both parties on how best to engage with each other.

- Work on the legal level as well. Think of incentives for the private sector to support CSOs. This can be in the form of tax breaks for private sector contributions.

- When exploring local level partnerships it is good to include medium sized community-basedless suspected private sector companies for potential partnerships. That can include similar to the first phase IT companies and law firms among others options.

- GCNL to organize regular meetings and workshops to bring both sectors together to learn and share lessons/recommendations and partnerships.
- Selecting and matching private sector entities and CSOs based on common scope or regional interest.
- Search can follow up on the developing partnership between SHIFT and local private sector companies in Tripoli within the “Harake Barake” project. Which is part of the Mechanism of Social Stability (MSS) of the UNDP’s Peacebuilding program. This could be documented as a successful case study of collaboration between the two sectors.¹⁹

¹⁹ This case emerged after the first draft of BRD’s research was completed.