**Annex 1**

**EU-UN Partnership on Land, Natural Resources and Conflict**

**Great Lakes Project**

**TOR for project evaluation**

**Position: Consultant**

**Duration: 1 Month**

**Starting date: 1st November 2014**

**Location: Goma- Nord Kivu, DRC and travel to Rwanda, DRC, Uganda and Burundi**

**A-Background and context**

**Introduction:**

For the last two years, the EU-UN Global Partnership on Land, Natural Resources and Conflict Prevention has been implementing its third phase in a new initiative to lead UN participating agencies (PBSO, DESA, UNDP, UNHABITAT, UNEP, IOM and PBSO) and EU Delegations in the African Great Lakes region, in order to make use of methodologies that have been developed over the last two phases of the EU-UN Partnership, through the Guidance Notes and the Toolkit for preventing and managing conflict over land and natural resources.

**Background:**

The aim of this action is to strengthen the capacity of local civil society organizations (CSOs) to understand conflict dynamics and apply conflict-sensitive development to contentious national issues such as land and natural resources competition and conflicts. Such skills and competencies would help these CSOs to analyze potential conflicts with a view to participating more actively in efforts to prevent or mitigate violent outcomes and in the monitoring of national policies. It would also help these CSOs to start establishing a constructive relationship with private sector stakeholders, and mediate local conflicts over land and natural resources that may arise in their local, national and regional settings.

This project is mainly driven by local CSOs in four countries, namely DRC, Rwanda, Burundi and Uganda, with logistical support from UN agencies, and substantive capacity from both EU Delegations and UN agencies.

Following a call for proposals in each of the four countries, and an initial training workshop for civil society organizations in the region, six selected local organizations have been implementing projects on land and natural resources through a grant received from the Partnership, for a period of 12 months. Following the completion of capacity-building projects, CSOs will report on their projects and evaluations will be carried out to assess the achievements of the projects and their contribution to dispute resolution and conflict prevention at the local level. A second regional workshop will be held in Kampala (Uganda) after the completion of the CSOs projects, with the aim of reviewing the lessons learned from the national projects and the potential impact at the regional level, as well as to develop a road map for the CSOs to work together at the regional level and more collaboratively with the private sector and government for land and natural resources conflict- resolution in the region.

A draft evaluation report will be presented by a consultant, and its recommendations and road map will be discussed and approved during the workshop. The final CSO evaluation and road map report will be translated and printed in both English and French and disseminated.

**Objective:**

The objective of this consultancy is to assess the progress made toward projects delivery and lessons learnt throughout the EU-UN Partnership CSO’s project implementation in the four countries and at the regional level. The consultant is expected: to develop an evaluation report covering the 12 months of CSO project implementation in each country, including a road map for further multi-stockholder work on the topic; present findings of the report at the EU-UN regional workshop in early December; and assist CSOs in preparing for final reporting at the same evaluation workshop. He / she will work closely with the EU-UN Regional Coordinator, Program Manager and Technical Steering Committee.

The purpose of the evaluation is to review progress towards reaching the stated outcomes, to identify any additional outcomes, and to determine the significance of impact.

The significance of impact evaluation methodology includes three stages. Step 1 analyses the context in which an initiative takes place, in terms of how the main conflict drivers – events and trends – interplay with one other. This stage can be complemented by a mapping of stakeholders in terms of their influence on the project and their support for the project. This analysis is based on a participatory method, or on authoritative conflict analyses. A search is then made for evidence regarding the manner in which the project outcomes have affected the key conflict drivers.

Step 2 reviews the key outcomes or objectives delivered by the project in their given region or general context. These allow for an analysis of the effects of various interventions with similar aims, or at least similar effects, in a unified manner.

In the third and final stage, we would assess the interplay or relationship between these clearly defined conflict drivers and the similarly verifiable outcomes/objectives. The evaluation will seek to test the strength of this relationship by ascertaining the evidence that exists concerning the relevance, extent and duration of the outcomes in relation to the drivers. A definition of each term is as follows:

* Relevance (R): this is defined as the alignment of outcomes, needs and priorities. Under this definition, the evaluation will consider whether the outcomes achieved by the project are aligned to the priority issues in conflict and peace dynamics, as well as the key stakeholders.
* Extent (E): this relates in general terms to the number of key stakeholders covered, or the degree to which they have assimilated the project activity outcome.
* Duration (D): this relates to the dimension of time, and timing, and is defined as the period during which the interaction of outcomes with key needs take place. Sustainability in this approach is directly related to duration, and is defined as the ability of outcomes to continue after the end of activities financed under a program.

The main innovation of the Significance of Impact methodology is that it shifts away from typical theory-based evaluation - methods that seek to reconstruct the logic of intervention - towards conflict analysis-based evaluation which focuses on the design of a project. Such a methodology supports a marked shift away from evaluating the achievement of so-called objectives, towards verifying the process and ideal conditions for change.

This shift is a way of avoiding a deeper hermeneutical issue: the interpretation of performance of a project does not depend on the identification of an end state, an explanation of the conflict, which would yield an overall objective that defines the content of peace. Evaluations need to explain the achievement (or not) of this end state. For this to be done, the theory of what is “peace” – and of its most desirable characteristics – must be made explicit. At best, this is often perceived by stakeholders as taking sides, and at worst, as naïve and ill-informed. The evaluation findings are only agreed by those who share the same vision of peace. Those who wish to invalidate the findings –because it threatens their reputation, for example – simply have to question the theory of peace.

 Furthermore, the significance of impact method determines the impact of the project outcomes regarding the main conflict drivers as identified by the stakeholders and project beneficiaries.

**Scope of work:**

This evaluation will be carried out by a consultant with the support of the Regional EU-UN Coordinator based in Goma and the EU-UN Program Manager based in NY. The consultant will travel to Rwanda, DRC, Uganda and Burundi and will work very closely with the six EU-UN selected CSOs working in the four countries and the Project Teams (EU Delegations and UN agencies that are part of the Partnership and that are present in the 4 countries):

The evaluation will take focus on:

* The significance of impact of the EU-UN Project in each of the four countries with an emphasis on the specific selected geographical areas where CSOs have been active. The review should take into account relationships with stakeholders such as local traditional and statutory authorities, local communities, and regional organizations and Great Lakes civil society organizations. Environmental aspects, livelihood and knowledge developed through the project, as well as the relationship with national level institutions, should also be given consideration;
* The evaluation should assess challenges, both political and logistical, for implementation, as well as a way forward to ensure progress ;
* The impact of the EU-UN Project on civil society networks at a Great Lakes regional level and its linkages with the ICGLR, the UN Special Envoy Office and private sector where applicable;
* The significance of impact in terms of capacity-building within the selected CSOs, what they have learnt, how have they managed challenges such as lack of successful experiences, limited knowledge on the topics, limited administrative and financial capacity, reporting;
* The significance of impact of further related work CSOs would undertake on the same issues in the near future and ways to ensure more effective implementation;
* The role of partners such as UN participating agencies, EU delegations and international cooperation such as GIZ, the value added by their support and ways to improve their technical and political support. A focus on the relationship between EU Delegations and UN agencies should be considered, as one objective of the Partnership is to improve relationship between EU and UN institutions.

In addition to the above tasks, the consultant will provide technical assistance to the six CSOs in order to prepare for their own evaluations of their respective projects, with these being presented at the EU-UN final evaluation workshop. CSOs participation in that workshop will aim at presenting each of the six projects, encompassing methodologies, challenges, successes and results; each of the six CSOs will be given opportunities to give presentations, using the format of their choice (presentation, video, surveys...).

Lastly, the report will include a chapter or a section on concrete recommendations and a clear road map for activities to be scaled up, along with further work to be done in each of the four countries concerned, at the regional level to strengthen the network of CSOs, and with the private sector to strengthen dialogue and cooperation between companies and civil society.

**Expected results and payments:**

**Deliverables**

* **Evaluation inception report**

An inception report should be prepared by the consultant before going for the full-fledged data collection exercise. This report should detail the evaluators´ understanding of what is being evaluated and why, showing how each evaluation will be conducted. Furthermore, the report should include a proposed time-frame for deliverables. Considering that the final report will be published and disseminated, an internal annex will be added that will contain key lessons, notably in terms of UN inter-agency delivery and working relationship with EU Delegations

* **Draft evaluation report**

The EU-UN regional coordinator, Program Manager and EU-UN Steering Committee should review the draft to ensure that evaluation meets required criteria.

* **Final evaluation report and internal annex**
* **Report presentation at the EU-UN final workshop during specific session, including recommendations and road map.**

**Responsibility:**

**Methodolog**y

* *Mapping exercise and desk review*

The consultant will go through various materials describing the EU-UN Partnership on land and natural resources conflict prevention including the website at <http://www.un.org/en/land-natural-resources-conflict/>

He/she will go through project documentation, brochures and grant agreements that describe Great Lakes projects, including monthly log frames, indicators and baseline data as well as reports from CSOs and materials that CSOs have been developing. He/she will start contacting CSOs, ICGLR, and other organizations, and will prepare schedules for field visits together with the regional EU-UN coordinator.

* *Field visit and investigations*

He/she will travel to the four countries together with the regional coordinator and will meet with the CSOs team for evaluation purposes. Field visits, when and where possible, should be organized to better understand the context for implementation and for the purpose of measuring impacts within local communities through interviews and dialogue with relevant representative, including the private sector when applicable.

* *Support to CSOs*

He/she will assist CSOs to prepare for their self-evaluation, defining the format for the presentation during the workshop, and guiding each of the CSOs in preparing their presentation.

**Reporting and arrangements**

* + Reports to the EU-UN Regional Coordinator in Goma, DRC and the EU-UN Program Manager in New York
	+ Ensures timely and quality execution of the Terms of Reference
	+ Ensures unconditional carrying out of requirements of the Contract
	+ Develop travel plan with the EU-UN Regional Coordinator
	+ Delivers presentation of findings and recommendations at the EU-UN Workshop.

**Knowledge and skills:**

The evaluation will be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation

* **Academic**
* A master degree in international relations, law, land, environment, natural resources or in any relevant field or equivalent experiences.
* **Experiences**
* Extensive knowledge of land and natural resources challenges in the Great Lakes Region
* Familiarity with context of Great Lakes and experiences at the regional level in Rwanda, Uganda, DRC and Burundi.
* Extensive knowledge of UN system, procedures, procurement, logistic, and financial management
* Knowledge of participatory evaluations and significance of impact methodology
* **Competencies**

Fluent French and English required

* **Planning and Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
* **Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.
* **Client Orientation:** Considers all those to whom services are provided to be “clients” and seeks to see things from the clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches such needs to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep them informed and to anticipate problems; keeps clients informed of progress or setbacks in projects; meets timelines for delivery of products or services to clients.
* **Leadership:** Serves as a role model that other people wish to follow: empowers others to translate vision into results; is proactive in developing strategies to accomplish objectives; establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions; drives for change and improvements. Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work; demonstrates knowledge of strategies and commitment to the goal of gender balance in staffing.

Applicants are requested to submit a United Nations Personal History (P11) form as well as a CV and a cover letter via email to:

Mr.Florian Bruyas

Programme Manager

EU-UN Partnership on Land, Natural Resources and Conflict Prevention

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and:

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