TERMS OF REFERENCE

Position: One International Consultant

Project number and name: Insider Mediation - 00070003

Type of Contract: IC

Duty Station: Home based with travel for a workshop

Duration: 33 days, from December 2016 – March 2017

Background

Since 2012, the EU and the UN have collaborated on consecutive projects to support national and local actors in internal conflict management processes with skills for dialogue and constructive negotiation. As part of the first phase of the project (2012 to 2013), a Guidance Note on “Supporting Insider Mediation: Strengthening Resilience to Conflict and Turbulence” was developed, drawing on good practices and lessons learned from support provided by UN and EU and engagement with local institutions and individuals working as insider mediators.

The overall objective of the second Phase, developed through this project and implementation of which started on May 30, 2015, is to contribute to peace and stability by building and consolidating national capacities and initiatives for conflict prevention in conflict affected or fragile countries, or countries undergoing transition. Country selection for the second phase was the result of a collaborative process involving UNDP, UN DPA, the European External Action Service (EEAS), and the Service for Foreign Policy Instruments, together with respective UNDP Country Offices (COs) and EU Delegations (EUDs). In order to confirm a country’s inclusion in the second phase, activities were defined by UNDP COs and EUDs on the basis of their ability to complement ongoing efforts, and to be consistent with existing priorities and partnerships with national actors. In addition to four countries involved in the first phase (Bolivia, Ghana, Togo, and Yemen) new countries include Bosnia and Herzegovina (BiH), Guatemala, Honduras, Malawi and Timor-Leste. In four of the countries, the project supports the deployment of UN Peace and Development Advisors (PDAs) - BiH, Timor-Leste, Malawi and Togo - who play a critical role in coordinating support through this project, but also in conflict prevention initiatives in general by providing timely political and conflict analysis to both the UN Resident Coordinator as well as EUDs.
In addition to country-level activities, the project involves a series of regional activities in West Africa and the Western Balkans, with a view to strengthening engagement and cooperation between 'insider mediators', EUDs and UN presence. There are four key result areas in this Project:

**Key Result 1:** Development of entry points and capacities for sustainable conflict prevention at country-level, including through the development and strengthening of capacities for: a) insider mediation; and b) support to national Infrastructures for Peace.

**Key Result 2:** Strengthening regional collaboration, leading to improved capacity and skills of national stakeholders, EU, and UN, and facilitating application of good practices, in West Africa and the Western Balkans

**Key Result 3:** Strengthening analytical capacities and EU/UN collaboration on conflict risk and political acumen at regional and global level. The activities under this key result will be implemented in the second year of the project.

**Key Result 4:** Strengthening knowledge management capacities and improved ability to integrate lessons learned and good practices into UN and EU support to national partners on conflict prevention.

The project implementation is in its second year and the results are already evident at the country level, in moving towards a positive change in how individuals, communities and society deal with conflict. The spectrum of areas of work varies from country to country, enriching the knowledge of the roles and importance of the insider mediators and the change they support at country, regional and global levels. The role of the international community, including these project partners, in supporting insider mediation, managing expectations and being responsive to local needs is being analyzed and subsequently adjusted and improved during this process, with a number of regional and global exchanges on best practices.

EU and UN partners decided to commission an external evaluation of the action after 18 months to assess impact and inform the collaboration for the remaining period. The evaluation will include the following components:
- Overall evaluation of the project focusing on impact, synergies, lessons learned and recommendations
- Case study of one select pilot country through an evaluation stakeholders workshop

**Objectives**
The objective of this consultancy is to assess impact of the project activities at country, regional and global level and inform the collaboration for the remaining period. It will:
i) Assess impact of the EU/UN project on the four Key result area in June 2015- December 2016 period;

ii) Collect lessons and derive recommendations from 18 months of designing and implementing conflict prevention and resolution initiatives to ensure their continued relevance, effectiveness, and ongoing contribution to key national priorities in conflict prevention and peace building;

iii) Assess partnership and linkages and synergies between the conflict resolution/peace and development parts and the other UN and EU portfolio relevant for the overall conflict prevention/peace building results

iv) Assess the relative role and value added of key partners in achieving the outputs and impacts of the conflict prevention/peace building portfolio;

v) Asses the relevance and importance of the interventions chosen, the theory of change behind them and strategy for linkages and synergies between the partners in one pilot country

vi) Using one select pilot country as case study, assess the significance of project impact on building national capacities for conflict prevention.

**Scope of work:**

This evaluation will be carried out by a consultant with the support of the EU-UN Program Manager based in NY. The evaluation will take focus on:

i. The significance of impact of the EU-UN Project in each of the nine countries with an emphasis on the: the significance of impact in building national capacities for conflict prevention including role of PDA in building those capacities

ii. The significance of impact of the project on partners’ analytical capacities and collaboration on conflict risk at country, regional and global level

iii. The impact the project has had on the insider mediation knowledge and practice

iv. Evaluate the impact the project has had on cross cutting issues, women’s participation, land, environmental issues and natural resources, human rights in conflict prevention, including the rights of indigenous populations

v. The evaluation should assess challenges, both political and logistical, for implementation, as well as a way forward to ensure progress

vi. Design, facilitate and report on results of the evaluation workshop in a select pilot country

vii. Prepare the report that will identify best practices, include strengths and weaknesses and concrete recommendations for improvement

**Expected Deliverables**

A comprehensive analytical report (not exceeding 50 pages, Word format, single spaced, in English)

*This report shall include, but is not necessarily limited to, the following components:*
Executive summary
Introduction
Description of the evaluation methodology
Analysis of the results, impacts, resources, partnerships, management/working methods, and implementation strategy
Presentation of key findings (main part of the report)
Chapter on the specific role of the UN and EU
Conclusions and recommendations for future strategy design
Annexes including
a. Questionnaires developed by consultants and used for the evaluation
b. Itinerary of the evaluation mission
c. List of persons interviewed, summary of field visits
d. Any other relevant material that supports evaluation findings and recommendations
e. Pilot country evaluation report
f. List of documents reviewed

Management Arrangements and Reporting
The evaluation will be implemented by an international evaluator, under the overall coordination of the UN /EU Project Manager.

Evaluation methodology and schedule

The evaluator will rely mainly on the following sources of information:
Desk review of relevant programme and policy documents and interviews with a wide range of stakeholders and partners. Interviewees will include UN and EU, key partners in government and civil society, as well as knowledgeable independent observers from civil society, the media and the wider international community. The evaluation will include a presentation of preliminary observations to a selected pilot country UNCT and EU Del before departure.

December 2016
Prepare the evaluation methodology and work plan, including the drafting of questionnaires, interview protocols, and a plan of how the results of the interviews to be done will inform the evaluation report;
Desk review The consultant will review the project document, nine country projects documentation, project progress report, Guidance Note on Insider mediation and other documents provided by the Project Manager and conduct interviews and dialogue with relevant parties
Conduct selected interviews: with UN and EU management, desk officers, country level representatives and national counterparts involved in providing support to the project;

January 2017
Evaluation workshop in one pilot country including consultations and interviews
Presentation of preliminary findings and draft recommendations
February 2017
Finalization of first draft of full evaluation report and of the summary report
Integration of feedback and comments

March 2017
Finalization of full evaluation report and summary report
Presentation of the Report to the Project Board

The consultancy will involve the development, facilitation and evaluation report on one pilot country workshop in February 2017, desk review and report drafting, revision and finalization of the report. The duration of consultancy is 33 days as per the table below.

Expected results and payments:

To achieve the objective UNDP is seeking an International Consultant to meet the following deliverables:

<table>
<thead>
<tr>
<th>No.</th>
<th>Results</th>
<th>Timing</th>
<th>Amount (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>One Pilot country evaluation workshop agenda and process design developed in consultations with the country project manager</td>
<td>3 days</td>
<td>January 2017</td>
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<tr>
<td>2</td>
<td>Workshop facilitated</td>
<td>2 days</td>
<td>January 2017</td>
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<tr>
<td>3</td>
<td>Workshop report drafted and finalized</td>
<td>3 days</td>
<td>January 2017</td>
</tr>
<tr>
<td>4</td>
<td>Desk review of Project documents, interviews and evaluation methodology developed</td>
<td>10 days</td>
<td>December 2016</td>
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<tr>
<td>5</td>
<td>Draft Evaluation report</td>
<td>10 days</td>
<td>February 2017</td>
</tr>
<tr>
<td>6</td>
<td>Final report, based on feedback received</td>
<td>5 days</td>
<td>March 2017</td>
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Responsibility:
Reports directly to the Policy Specialist (Dialogue, Facilitation and Consensus Building) of the Conflict Prevention Team (UNDP/BPPS/ Governance and Peacebuilding Cluster).

Duration of Assignment
The consultancy will take place from December 2016- March 2017, in total of 33 working days, as presented in the table above.

Duty Station
The consultancy will be home-based, except for the duration of the country evaluation workshop workshop for which the consultant will be required to travel. The consultant should plan to arrive at the location of the workshop at least two days prior to the scheduled start in order to finalize preparations.
Recruitment Qualifications

Education:
A minimum of a Master’s degree or equivalent in Social or Political field

Experience:
- Significant experience (at least 7-10 years) in the design and evaluation of conflict prevention and peace building programmes, including an awareness regarding specific approaches and techniques for the evaluation of such initiatives;
- An advanced degree in conflict prevention, law, political science, human rights or other relevant fields;
- Extensive knowledge of result-based management evaluation, UNDP policies, procedures, as well as participatory monitoring and evaluation methodologies and approaches;
- Demonstrated strategic thinking and strong understanding of global developments in conflict prevention issues and recent policy developments and programming at country level
- Sound understanding of UNDP’s mandate and role in conflict prevention and peacebuilding more broadly, prior working/consultancy experience with UNDP is a strong asset;
- Excellent interviewing and facilitation skills
- Experience of evaluating gender aspects of conflict prevention
- Excellent spoken and written communication skills in English
- Fluency in French and /or Spanish highly desirable
- Extensive experience in working with donors;
- Demonstrable analytical skills and strong drafting skills;

Skills/ Competencies:

Professional Skills:
Demonstrates strong ability to manage, facilitate, and engage in discussions with multiple stakeholders in a formal setting, seeking to encourage participation in an open and collegial environment;
Proactive in problem-solving and recommendation for conflict prevention and resolution;
Strong ability in managing confidential and politically sensitive issues, in a responsible way, and in accordance with protocols.

Interpersonal and communication skills:
Strong communication skills and proven ability to collaborate between different actors and high level of internal and external relationship management;
Uses tact and sensitivity when delivering sensitive information or resolving delicate issues;
Demonstrates openness to change and ability to manage complexities;
Remains calm, in control and good humoured even under pressure.

Evaluation of applications

A two-stage procedure is utilized in evaluating the applicants, with evaluation of the technical proposal (CV/application) being completed prior to any price proposal being opened and compared. The price
proposal of the Applicant will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 100 (may vary) points in the evaluation of the technical proposals.

The Technical proposal (CV/application) is evaluated on the basis of its responsiveness to the Term of Reference (TOR) as follows:

- Significant experience (at least 7-10 years) in the evaluation of conflict prevention and peace building - programmes, including an awareness regarding specific approaches and techniques for the evaluation of such initiatives; **15 points**
- An advanced degree in law, political science, human rights or other relevant fields; **10 points**
- Extensive knowledge of result-based management evaluation, UN/ EU policies, procedures, as well as participatory monitoring and evaluation methodologies and approaches; **15 points**
- Demonstrable analytical skills and strong drafting skills; **10 points**
- Excellent interviewing and facilitation skills **10 points**
- Demonstrated strategic thinking and strong understanding of global developments in conflict prevention issues and recent policy developments; **10 points**
- Demonstrable experience of working within politically sensitive environments, exhibiting a high level of diplomatic discretion when dealing with national authorities; **5 points**
- Sound understanding of UNDP’s mandate and role in conflict prevention and peacebuilding more broadly, prior working/consultancy experience with UN/UN a strong asset; **5 points**
- Experience of evaluating gender aspects of conflict prevention **10 points**
- Excellent spoken and written communication skills in English; **5 points**
- Fluency in French and/or Spanish highly desirable; **5 points**

i. **Lowest evaluated offer of technically qualified applicant.** In the Second Stage, the price proposal of all contractors, who have attained minimum 70% score in the technical evaluation will be compared/evaluated. The contract will be awarded to the Contractor offering the lowest price.

In this methodology, the maximum number of points assigned to the price proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. A suggested formula is as follows:

\[ p = y \left( \mu / z \right) \]

Where:

\[ p = \text{points for the price proposal being evaluated} \]
\[ y = \text{maximum number of points for the price proposal} \]
\( \mu = \text{price of the lowest priced proposal} \)

\( z = \text{price of the proposal being evaluated} \)

The Applicant obtaining the overall highest score after adding the score of the technical proposal (CV/application) and the price proposal is the proposal that offers best value for money.

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Total:

**Annexes to the TOR**
A number of documents will be shared with the selected candidates to allow him/her to gain a better understanding of the project situation. These include: i) Report on the First Phase of the Project ii) the Guidance Note on Supporting Insider Mediation; iii) Project summaries of countries involved in first and second phase.

**Approval**
This TOR is approved by: Ms Katy Thompson Team Leader, a.i. Conflict Prevention and Peacebuilding Team, Democratic Governance and Peacebuilding Cluster, UNDP/BPPS

Signature: [Name]
Name and Designation: Monica Ritali, Policy Specialist
Date of Signing: 2 Nov 2016