MID-TERM REVIEW
CONFLICT PREVENTION AND RESOLVING PROJECT

TERMS OF REFERENCE

Addis Ababa
December 2012
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1.0 DESCRIPTION OF ASSIGNMENT

The Ministry of Federal Affairs (MoFA) and the United Nations Development Programme (UNDP) wish to secure the services of a consulting firm to undertake mid-term review of the conflict prevention and resolving project implemented by the Ministry of Federal Affairs of the Federal Democratic Republic of Ethiopia. This Terms of Reference is developed to guide the exercise through commissioning the task to a firm with demonstrated proficiency.

2.0 BACKGROUND AND CONTEXT

The UNDP Strengthening National Capacities for Conflict Resolution and Peace-building is a program striving to create permanent local and national mechanisms, systems, structures and capacities for the prevention and resolution of violent conflicts in Ethiopia. The program is anchored at the Ministry of Federal Affairs, a partner institution which is in charge of dealing with inter-communal conflicts at strategic level. This program was ongoing since 2010 and has a duration of 3 years which is set to be concluded around July, 2013.

One of the major results expected out of the program was the promotion of a culture of peace in the country through the establishment and up running of the National Peace Architecture. Accordingly support was extended to local peace committees and to school peace clubs including the University Peace Clubs. The other key results area was the sustainable and proper management of violent conflicts that are ongoing in some areas of the nation. Accordingly, series of local mediation efforts, peace dialogues, inter-community peace conferences and multi-stakeholder consultative forums were planned and implemented by the program. Capacity building especially focusing on the establishment of mechanisms that help early detection of conflicts and establish a system of conflict analysis as well as response is one area focused on the program. The full materialization of capacity on this regard is however yet to be realized. The program has also implemented activities that are aimed at enhancing the participation of women in peace building. The focus in this regard was support for the

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establishment of women peace initiatives and providing basic capacity for these initiatives in the forms of training workshops. So far 300 women in different clusters have been reached out by the project. Encouraging results are recorded in various areas as a result of the interventions supported by the program. However, so far no evaluation has been conducted to verify this in concrete terms and indicate the gaps that require further consideration.

The Mid-term review is aimed at making systematic assessment of the processes and outcomes of the project on their conformity to overall UNDAF objectives in Conflict Prevention and Resolution, on result orientation and changes in lives of beneficiary communities and in terms of overall capacity built.

3.0 EVALUATION PURPOSE

The Mid-term review shall be a process that calls for the participation of different targeted beneficiaries and stakeholders of the project in a reflective assessment and evaluation process. The result of this process is expected to culminate in finding new inputs that help for possible redevelopment and redesign of the project by revisiting some of the elements in it.

Overall it is assumed that the review process will be an excellent project instrument which helps for a compressive and systematic reflection of the project. The process is instrumental since it highlights the achievements and it forwards recommendations from everyone involved towards an enhanced future of the project.

4.0 EVALUATION SCOPE AND OBJECTIVES

The following detailed roles and responsibilities of the consulting firm are essential steps, but not limited, to undertake the review process:

- Collect and analyze relevant data and background information on conflict prevention and peace building project through Desk review and interviews;
- Undertake research and prepare a background report on Government strategies and program on conflict prevention and resolving;
- Assess achievements, successes, challenges, lessons of the conflict prevention and resolving project;
• Draw up recommendations based on the review of achievements, successes, challenges, lessons of the conflict prevention and resolving project;
• Based on the review, propose and develop an extension plan for extension of the project;
• Undertake field assessment missions to the project sites to gather information from local project beneficiaries and exploring the particular contributions of the program to its beneficiaries. It is an essential step since the opinion of the grass-root community and their participation is at the core of the review session.
• Conduct report validation workshop to gather feedback on the draft report.

The project is active in all regional states. However particular focus was given to 3 major cluster areas which are the “Eastern Ethiopian cluster” wherein conflicts among the Afar and their Somali neighbors, conflicts across Somali & Oromia regional boundaries in the east and pastoral conflicts among different Oromo pastoralists and their Afar neighbors is focused. The other cluster area is referred as the Southern Cluster wherein Conflict among Oromo Communities and their Somali neighbors around Moyale and other Woredas, conflicts among pastoral and agro-pastoral communities living in SNNPR and Oromia as well as conflicts among neighboring communities in SNNPR is focused. The third cluster is the Western cluster where the focus is the conflict between farmers in Benishangul-Gumz and Oromia across the unsettled boundary of the two regional states.

The evaluation is going to particularly focus in these areas. Key areas to explore in these there clusters during the evaluation process are Moyale Woreda, Benshangul-gumz Belowjiganfoy and Oromia Sasiga Woredas and Babile and Chinaksen Woredas in the East. Additional focus areas from out of the clusters are also important to include. These are Jile-timuga Woreda in North East Ethiopia as well as Bahirdar and Adama Universities for Culture of peace and peace education activities.

The evaluation team need to undertake a field trip to each cluster and may need to spend 2 days at each location. In addition a one day visit at Jile-timuga wereda and another day on one of the above suggested Universities might be necessary. This makes the total field work 8 days, which is excluding traveling days to the locations.

Out of the two days of in the clusters the evaluation team is advised to dedicate half a day for local stakeholders’ consultative workshop. This workshop is a facilitated dialogue session aimed at validating the local evaluation results as well as gathering necessary feedbacks on what the
local stakeholders would like to see included in the project. Cost of these sessions is to be covered by UNDP.

5.0. Evaluation Questions

The Evaluation team may consider a range of evaluation questions based on the Evaluation objective indicated in this ToR. The following Evaluation Questions are also worthy to consider (the team, however does not have to be limited to them).

**Relevance**

- Had the project targeted the most appropriate beneficiaries? Who are the beneficiaries? Was the selection all inclusive?
- To what extent the project was relevant under the existing socio-economic and political context of Ethiopia?
- Was the project located in the most suitable and appropriate counterpart?
- To what extent do the overall and specific outcomes contribute towards the attainment of conflict management, peace and ensuring sustainable development?
- What types of conflicts are addressed by the project? How socially relevant are the conflicts MoFA was able to prevent and manage? Was the response strategy by the project relevant?

**Design**

- Were the project included appropriate activities towards specified outcomes?
- How fare was the project included feasible assumptions and sound analysis of the context?
- Were instruments and tools essential for the project identified from the very outset of the project?
- How were project sites selected?

**Efficiency**

- How efficient was the project in terms of proper resource utilization, delivery and timeliness?
- Was the project participatory in all its aspects?
• How was the overall partnership between UNDP and the MoFA? And how does this impact efficiency? (positive or negative)
• How was the project managed to achieve agreed results?
• Was the management arrangement included various stakeholders? If so, how did this facilitate efficiency and result orientation of the project?

Result

• What were the core results attained by the project? Had the project contributed for the overall improvement of the MoFA’s in conflict management and resolving capacity?
• What have been changed as a result of the introduction and implementation of this project at Federal, Region and community level?
• Were situations improved in the project areas?
• What local mechanisms and systems have been put in place as a result of the project? What are their eventual contributions to conflict management and peace building?

Redesign and reconsideration

• Best practices for future considerations by the project?
• Aspects of the project that need redesigning and reshaping?
• New result areas to be considered?
• Project instruments and tools for consideration?

6.0 METHODODOLOGY

• Desk review– The team will review relevant documents available at MoFA and UNDP
• Key informant interview with Government officials at MoFA, Regional, Zonal, Woreda and community levels.
• Filed work– the team will identify project sites possibly a mix of random sites and sites with best practice. A field work will be carefully designed and includes schedules as well as methods of community consultations. The approach has to be far different from data collection and rather need to be facilitative consultation sessions whereby the project (through a representative), the review team and the community dialogues on the current status and future requirements of the project.
• Validation of the report through stakeholder consultation. This will possibly be a one-day workshop where findings are presented by the assessment team. Participants are then given the chance to discuss on small groups about their reflections on the report findings. Then there will be a chance for discussion in the plenary. The next half a day will be a plenary discussion facilitated by the lead consultant and UNDP representative on how to enhance the program including thinking about the phase beyond 2013. The discussion will focus on National and Regional needs on CPR, how to enhance UNDP participation, particular focus areas, recommended approaches and fund raising issues.

7.0 EXPECTED OUTPUTS/DELIVERABLES

• Inception Report with a framework of the review and detailed work plan submitted for approval
• Draft Report
• Final report with forward program issues and recommendations. The report shall contain (but shall not be limited to) the following elements.

1. **Executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the review;

2. **Introduction and background** giving a brief overview of the project, for example, the objective and status of activities;

3. **Scope, objective and methods** presenting the purpose of the review, the assessment criteria used and questions to be addressed;

4. **Project Performance and lessons learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on established good and bad practices. Lessons must have the potential for wider application and use, and the wider context in which lessons may be applied should be specified; providing factual evidence relevant to the questions asked by the reviewer and interpretations of such evidence.

5. **Conclusions.** This section should present a concise synthesis of main findings in the preceding sections of the report and should draw conclusions regarding the relevance and adequacy of the project objectives and design, the efficiency in project execution and effectiveness in reaching the intended objectives (the production of outputs, the probable effects and impact, the sustainability and scale-ability), strengths and weaknesses of the design and implementation of the
project, and the prospects for follow-up. The findings should provide a clear basis for the recommendations which follow.

6. **Recommendations**, The review shall make clear recommendations that primarily aim to enhance the likelihood of project impacts. Recommendations should always be clearly addressed to each one of the concerned parties, i.e. UNDP, MoFA and other stakeholders as appropriate (example the regions). They should be realistic, specific and stated in operational terms to the extent possible. The mid-term review may also include a suggested work plan (general guide) to the next phase plan (for beyond July 2013) as an annex and should summarize major changes required in planned inputs and outputs and, if applicable, the outcomes required to meet the objectives.

7. **Annexes** should contain additional documents and probably the proposal for this review mission.

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**8.0 REVIEW TEAM COMPOSITION**

The team should be composed of an expert from MoFA, UNDP Project officer, a program staff from Governance & Human Rights Unit/UNDP and the Consultant/s.

**9.0 ETHICAL CONSIDERATIONS**

The evaluation team needs to apply standard ethical principles during the course of the evaluation. Some of these has to deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about communities in conflict or other stakeholders especially on their alleged roles role in violence, unwarranted and unnecessary disclosure of evaluation results other than set guidelines for the same and the like. Cultural sensitivity should be there when approaching rural communities including understanding of certain ways of life different from the mainstream, for instance the way some communities limit interaction of female members with non-members (say for interview) or cultural as well as religious rituals.

**10.0 IMPLEMENTATION ARRANGEMENTS**
The consulting firm will work in close collaboration with the MoFA. It will report to MoFA and UNDP. The firm will submit progress reports fortnightly; hold weekly consultative meetings as much as situations allow.

11.0 QUALIFICATIONS AND EXPERIENCE REQUIRED

Good track of record in evaluation, review of projects. The team of consultants should comprise a Team Leader and other members with the following qualifications:

- Political Science and International Relations, Social Anthropology, Law, Regional and Local Development Studies or related disciplines;
- Knowledge and research experience on conflict prevention, resolving and development, modern conflict prevention and management theory and practice;
- Considerable experience (minimum five years) in research, monitoring and evaluation of preferably conflict prevention and management, decentralization, development projects;
- Excellent language and report writing skills in English

12. TIME FRAME

The following tentative time frame shall guide the implementation of the review mission within 5 weeks starting in February 2013.

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13.0 HOW TO APPLY

Interested firms with renewed license and TIN must submit the following documents/information to demonstrate their qualifications.
1. Technical Proposal explaining why the firm is the most suitable candidate for the work and providing a brief methodology on how they will approach and conduct the work (including a break-down of working days). The consultancy will be conducted with 60 days. The firm has to attach CVs of experts including past experience in similar projects and at least 3 references

2. Financial proposal (including professional fees and travel costs)

11.0 CONFIDENTIALITY AND PROPRIETARY INTEREST

The consulting firm shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of MoFA.