



Terms of Reference

For

Conflict Analysis and strengthening conflict sensitivity

Christian Aid South Sudan programme invites tenders from independent consultants based in South Sudan to work with our country programme and partners to facilitate a conflict analysis process and mentor our partners as they integrate a conflict sensitive approach to programming, with a particular focus on resilience and peacebuilding programming.

The consultant will work closely with the CASS programme and partner staff over a set period; an overall approach of mentoring and accompaniment will characterise the consultancy work. The mentoring support will guide the integrated process, strengthening conflict sensitivity and maximising the chances of programmes contributing to positive peace. This process will also involve producing a learning paper, which in turn will feed into a research and comparative analysis across four countries (Burundi, DRC, Myanmar, South Sudan) facilitated by Christian Aid Ireland.

These Terms of Reference (ToR) define the work that must be carried out by the external consultant. It provides a brief outline of the programme, specifies objectives and the scope of the analysis.

1. Background to Christian Aid South Sudan (CASS)

Christian Aid has been operating in Sudan and South Sudan since the 1970s, working closely with local partners and in collaboration with the ACT Alliance. Christian Aid exists in South Sudan to bring lasting change for all people of South Sudan, so they can live in peaceful coexistence, with dignity and security, taking a full part in the society and economy; irrespective of their identity. Our humanitarian work provides emergency, recovery and resilient livelihoods support to disaster-affected populations. Through our 'Tackling Violence and Building Peace' programme, we work with local partners and the churches to challenge violent norms and support peacebuilding initiatives which contribute to sustainable peace.

More on Christian Aid globally:

Christian Aid is a registered charity that works in 40 countries across the globe, primarily working with and through local civil society organisations, including NGOs, faith based organisations and social movements. We work globally for profound change that eradicates the causes of poverty, striving to achieve equality, dignity and freedom for all, regardless of faith or nationality. Our aim, as outlined in Christian Aid's global strategic plan, [Partnership for Change](#), is to expose the scandal of poverty, to help in practical ways to root it out and to challenge and change the systems that favour the rich and powerful over the poor and marginalised. We work where the need is greatest regardless of ethnicity, nationality or religion, to meet suffering and seek to challenge poverty whether through providing emergency relief or long-term development. We prioritise gender justice as gender inequality constrains 'people's choices and



agency, and is negatively impacting upon people's ability to participate in, contribute to and benefit from development.'¹

Christian Aid's goal is to empower people to live with dignity and to be able to respond successfully to risks of natural disasters, man-made crises such as violent conflict, and opportunities that may be present. We see resilience both as a process (steps taken to achieve an end) and an outcome (an end result). We define resilience as a capacity-building process to enhance the ability of individuals and communities to 'anticipate, organise for and adapt to change'. Our [Resilience Framework](#) outlines our understanding of resilience and illustrates how country programmes support communities to understand and manage risk and move beyond survival towards proactive adaptation to change. Our [TVBP strategy](#) complements our resilience work; it promotes conflict sensitive programming in order to better manage risk and improve community wellbeing, as well as to achieve peaceful transformation of conflicts. This involves challenging violent norms and supporting peace building initiatives to ensure the voices of those most marginalised and discriminated against (particularly women) are heard in order to ensure lasting peace.

2. Purpose of consultancy:

The overall aim purpose of the consultancy will be to work with the country programme to further integrate a conflict sensitive approach to programming, and mentor our partners through this process, maximising the chances of programmes contributing to positive peace.

Specific tasks will include:

- a) Overarching Conflict analysis
- b) Local conflict analysis, accompaniment and mentoring for community level work
- c) Production of a learning paper

a) Overarching CONFLICT ANALYSIS:

Specific objectives:

- Work with CASS to develop an over-arching conflict analysis for the context of South Sudan
- Focus on local conflict analysis and conflict sensitivity to equip staff (including partner staff) working in specific geographic areas of programmatic interventions, ensuring any training, workshop, or toolkit materials are translated into local languages (Dinka, Nuer, and Bari)

Along with being a conflict-sensitive programming tool, the conflict analysis could also inform our understanding of peacebuilding initiatives and actors, further informing peacebuilding approaches.

Specifically, the proposed over-arching analysis will investigate:

¹ Christian Aid, 2014 'Gender Justice for All: achieving just and equitable power relations between men and women', page 7



- i) Identify types of conflicts in the CA areas of operation
- ii) Drivers of localised conflict in CA areas of operation
- iii) Actors in the conflict and windows of opportunity
- iv) Gender's position in the existing conflicts at local level.
- v) Recommendations for strategies that should be adapted by CA and other donor agencies (humanitarian and development) to ensure conflict sensitive/transformational assistance.

The consultant will be required to suggest some appropriate methodologies deemed necessary for the exercise.

Key Questions to be Addressed in the analysis have to be developed by the consultant in consultation with CA programme staff:

Process:

- a) Submit a concept Note on how he/she is going to conduct the conflict analysis, based on initial discussions with CA.
- b) Conduct the assessment: desk research, field visits, where data will be collected through (key) stakeholder interviews and focus group discussions.
- c) Analyse and review the collected information.
- d) Submit a draft report, and share it with CA for comments; CA may ask partners to comment.
- e) Incorporate comments into the draft report and submit final report

b) Local analysis, ACCOMPANIMENT AND MENTORING

Specific objectives:

- Facilitate a local conflict analysis with Christian Aid's humanitarian partners who work at community level, supporting the standard participatory, vulnerability capacity assessments approach (PVCAs).
- Accompany and advise on the PVCA process, incorporating the insights of the local conflict analysis
- Support exploration of ideas that emerge from their implementation of the resilience actions that follow the PVCA(s);
- Facilitate 'post-PVCA' reflections on how conflict dynamics are reflected and guide community resilience actions that result from the assessment, and partner approaches and programming;
- Provide ongoing mentoring to partner staff to help address queries, solve problems, and guide conflict sensitivity approaches over the time period;

The mentoring is expected to support the design and integration of a conflict sensitive approach to resilience and peacebuilding work in protracted crises.

Mentoring support should consider the following elements in its approach:



- Communities' ability to manage risks and improve wellbeing in contexts of conflict and crises;
- Power and gender dynamics that affect and determine abilities to manage risk and improve wellbeing;
- Communities' ability to contribute to a more transformative agenda of change with specific reference to the influence of certain elements on building or weakening community resilience such as: narratives on the history of conflict, the way communities have dealt with violence in the past, how violence affects different genders and marginalised groups, what structural violence, discrimination and inequalities communities face, and what cultural responses have been adopted to respond to and cope with violence and can contribute to transformative peace that the HPP can build on.

Attention should be paid to Christian Aid's strategic focus on [tackling violence building peace](#) as well as gender and power dynamics through Christian Aid's [inclusive programming guidance](#).

Mentors are expected to be expert in conflict sensitivity, and should bear in mind the links between the micro, meso and macro level of integrating conflict sensitivity that will be explored in the research element, including:

- How does awareness of conflict dynamics shape the choice of, design and execution of PVCAs? (macro, meso)
- How does conflict analysis influence the design and implementation of action plans? (meso, micro)
- How can the context analysis or conflict dynamics be revisited and action plans changed as a result? (meso, micro)

c) LEARNING PAPER:

- Produce a learning paper evaluating the effectiveness of the approach in each country including documenting robust evidence that interventions are/are not integrating conflict sensitivity with resilience of communities in protracted crisis, and why. The learning paper should include context specific recommendations on how to improve conflict sensitivity within humanitarian programmes for local stakeholders, including partner and country programme staff, and local and national actors.
- Support sharing of lessons with other country consultants supporting the same process in four countries in total and work with an Ireland-based researcher developing an overall learning framework.

In order to capture learning from the process of integrating conflict sensitivity into humanitarian response programming, Christian Aid Ireland is also including a research element that will be conducted by an academic institution (currently being recruited in Ireland). Christian Aid Ireland is globally leading on the organisation's work on [Tackling Violence and Building Peace](#) (TVBP). The aim is for the academic institution to develop a learning framework to support the mentoring process in country, and guide country programmes and partners to capture quality evidence, conduct robust analysis and ensure relevant learning is integrated back into programme design and implementation. The research will include a comparative analysis of research findings and good practice analysis across the four countries where this mentoring will take place: Myanmar, DRC, South Sudan and Burundi. It will also support the



development of context specific recommendations on how to strengthen community resilience in protracted crises through enhanced conflict sensitivity in humanitarian response programming.

Therefore, the mentoring support and learning paper at individual country level will feed into the overall research and comparative analysis across four countries (Burundi, DRC, Myanmar, South Sudan) as well as contribute to organisational thinking and practice on designing and integrating a conflict sensitivity approach through PVCAs to build resilience of communities and their contributions to positive peace.

Expected Outputs

- Concept note on description of proposed methodology, process and timeline
- Draft conflict analysis report which
 - Systematically answers the questions posed;
 - Fairly and clearly represents the views of different actors/stakeholders;
- Gives the conclusions and recommendation conflict-sensitive programming in humanitarian response, Opportunities for improving participation of women in peacebuilding and Support cohesion and peacebuilding initiatives
- Final conflict analysis report, and recommendations
- Mapped peacebuilding actors, with emphasis on those CA could partner with.
- Identification of a regular update point for the conflict analysis and an easily adaptable template for either quarterly or bi-annual conflict analysis updating.
- A learning paper.

Timeframe

S/No	Activity	Approximate time requirement
1.	Hiring the consultant and Submission of concept paper	22/09/2017
2.	Initial briefing meeting with Christian Aid	25/09/2017
3.	Data collection in the field (Conflict analysis)	02/10/2017
4.	Conflict Analysis Workshop (Partners based in Juba)	16/10/2017
5.	Submission of first draft	15/11/2017
6.	Submission of final draft	01/12/2017
7.	Submission of final edited report and Debriefing with CA	08/12/2017

The HPP programme duration is 1st June 2017 until 31st December 2018, with probable extension for a further three years; 2019 – 2021.

It is envisaged that the work will be commissioned by the start of October 2017 until the end of December 2018. The contract will be governed by the national laws relevant to the Christian Aid country office. Under the terms of the contract, subcontracting of the services will not be permitted.



It is expected that this will be both desk based and field based mentoring. As the methodology depends on the engagement and input of many different people across Christian Aid, there may be a need to be flexible to accommodate people's capacity to do so. The independent consultant is invited to suggest how much time is needed to dedicate to the elements of the methodology described above.

RESEARCHER QUALIFICATIONS:

ESSENTIAL:

- Proven experience in practical research, either with academic institutions or NGOs.
- Extensive field experience in South Sudan, preferably with a range of civil society organizations.
- Cooperative spirit, ability to work with a variety of partner organisations and project staff.
- Understanding of Rights-Based Approach, **conflict sensitivity** and **do no harm** approaches.
- A sound knowledge of conflict resolution and peacebuilding programming.
- Strong analytical skills.
- Proven skills in designing and drafting conflict analysis reports;
- Fluent in English both written and spoken,

DESIRABLE:

- Knowledge of local languages.
- Advanced university degree in Peace and Conflict studies, International Policy, Public Policy or related subject.

It is expected that the consultant would have a high level of expertise in mentoring and training in conflict sensitivity approaches. They must have a strong understanding of locally led and partnership based approaches towards reducing violence and building peace. Experience in one of the following fields is strongly desirable: building resilience in humanitarian response; peace building in contexts with weak governance and access to justice; community development in a violence-affected context. It is expected that the consultant be based in the country where the mentoring is provided, with a strong understanding of the context.

EXPRESSIONS OF INTEREST (EOI):

CA invites EOI from organisations, or individuals, with the experience and skills described above. The EOI must include:

1. A cover letter of no more than 2 pages introducing the evaluator/organisation and how the skills and competencies described above are met, with concrete examples. Please also use this cover letter to indicate the consultants' availability for the proposed period;



2. An outline of no more than 2 pages of the proposed process and key considerations including: a. Key considerations for this analysis; b. proposed outline methodology for this analysis;
3. A CV for the consultant, including 3 referees (with phone number and email address);
4. A one-page budget covering all major anticipated costs;
5. Two examples of reports from previous conflict analysis undertaken in a similar context.

In responding to this invitation, tenders should provide the following information, striving for no more than 3,000 words:

- Name, address, telephone number and email address of tenderer, and website if any.
- The name and contact details of the person who will be responsible for the contract and for liaising with both Christian Aid country office and Christian Aid Ireland.
- Brief curriculum vitae for the individuals to be engaged by the tenderer in the delivery and management of the research project.
- A brief description and history of tendering including previous projects and mentoring undertaken, specifically on conflict sensitivity approaches and building resilience in humanitarian contexts as well as others that are relevant to the proposal.
- A brief outline of the proposed approach to the mentoring support, including a methodology and a brief work plan.
- Proposed timeframe for the mentoring and measures in place to ensure it is completed within the agreed timeframe.
- Proposed fee for the mentoring (indicating taxes), inclusive of expenses, costs, taxes or duties that may be incurred.
- Any other issues or information considered relevant.
- Details of two relevant referees for contracts undertaken within the last three years in areas related to the subject matter of this research project, or a brief description of research in comparable areas with peer reviewed publications.
- Confirmation of acceptance by the tenderer of the conditions of tender set out below.
- Confirmation that tenderer is in possession of a valid tax clearance certificate.

Please submit the Expression of Interest and other documents (as mentioned in 11 above) by Friday, 4th October, 2017 at 5:00 PM Juba time to; jubarecruitment@christian-aid.org copying GMoi@christian-aid.org and NChan@christian-aid.org with “**Conflict Analysis Consultancy**” in the subject line.



APPENDIX:

More on our Programmes:

Christian Aid Ireland is funded by Irish Aid for the Humanitarian Programme Plan (HPP) for two years (2017-2018), across five countries: DRC, Burundi, South Sudan, Lebanon and Myanmar. The overall programme goal is: *To save and protect lives and maintain the dignity of people living in conflict-affected areas, and to reduce violence, including Gender Based Violence (GBV), in target communities so that they become safer, more peaceful and more resilient to shocks.* The relevant programme objectives for this tender are:

1. To meet the acute humanitarian needs of people affected by protracted conflict, with a focus on the most vulnerable, in a way that builds resilience.
2. To build the capacity of communities to analyse and respond to risks, including the risk of violence, so that vulnerable men and women living in violent/ conflict-affected contexts feel safer, more secure and protected and are more resilient.

The HPP focus on resilience is building upon Christian Aid's work globally on strengthening community resilience. Christian Aid is currently implementing the [Linking Preparedness Response and Resilience \(LPRR\)](#) project, funded by the UK Department for International Development (DfID) under the [Disasters and Emergencies Preparedness Programme \(DEPP\)](#), with a focus on seven countries; Kenya, Pakistan, Bangladesh, Democratic Republic Congo, Colombia, Indonesia and the Philippines. Under the LPRR, Christian Aid leads the consortium made up of eight organisations; Action Aid, Concern Worldwide, Help Age, Kings College London, Muslim Aid, Oxfam, Saferworld, and World Vision.

Linking Preparedness Response and Resilience aims to develop and test new ways of (1) building community resilience in fragile settings; and (2) designing humanitarian response interventions in ways which strengthen long-term community resilience. It has three strands associated with new ways of strengthening community resilience:

- **First strand** - conflict prevention, brings together participating humanitarian and security agencies to combine their best existing methodologies for security and resilience to develop new methodologies for resilience programming in fragile contexts threatened by insecurity and natural disaster. The new methodology, developed by LPRR consortium member Saferworld, Integrated Conflict Prevention and Resilience (ICPR) has been developed and piloted in Pakistan, Kenya, Myanmar and Honduras and revised to take account of lessons.
- **Second strand** - the project has studied a range of recent humanitarian responses by the eight participating agencies in Bangladesh, DRC, Kenya, Pakistan, Colombia, Indonesia and Philippines, and is in the process of developing a methodology for designing humanitarian responses that maximises the long-term resilience of beneficiary communities to future emergencies. The project will go on (in mid-2017) to tests this new methodology in a future humanitarian response, and refine the methodology in the light of lessons.



- **Third strand** - led by King's College London (KCL), will ensure that the experiences identified in the project are captured thoroughly and disseminated effectively, to maximise awareness and take-up of the ideas.

This tender and mentoring process will focus specifically on the first strand of conflict prevention and support the implementation of the ICPR tool in-country through its integration in the PVCA process.

Research Ethics

Christian Aid recognises that any systematic collection of information to gain a better understanding of something is research and therefore, as part of our values and ways of working, we are required to conduct research that will: do no harm; is honest, fair, correct, professional, legal; respects people's dignity, diversity and rights; is gender sensitive and shows due care for the well-being of others and does not expose them to unnecessary risks. Although research contexts differ there are eight essential principles that should be upheld in order for it to be ethical and conflict sensitive:

1. We will respect the anonymity and confidentiality of the information we have access to.
2. We will respect the rights and wellbeing of all individuals.
3. We will take care that our research causes no harm to those who take part, and that it is truly necessary to advance our understanding.
4. We will ensure that only those people who give voluntary informed consent take part in our research (i.e. they agree to do so willingly, with a full understanding of what they are agreeing to); we will never put pressure on people to take part.
5. We will balance needs of individuals, colleagues, and our professional standards. We will only invite people to take part in research for which there is a genuine business need.
6. We will make independent professional judgements when designing, conducting and reporting research.
7. We will ensure that research is conducted by people with appropriate training, qualifications and experience.
8. We will, at all times and without exception, work within legal, ethical and moral boundaries.

In addition to these principles, it is important to consider the added difficulties when interviewing people experiencing ongoing crisis such as hunger, cold, sickness, stress etc.

Lastly, Christian Aid Ireland will own all the data collected, which will be stored in a legal way, and all permissions required for publication will be secured.