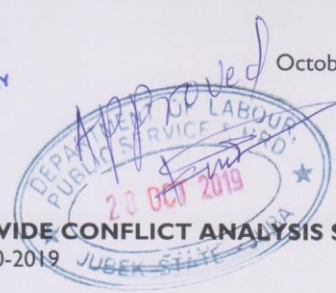




October 28<sup>th</sup> 2019



## CALL FOR EXPRESSION OF INTEREST TO PROVIDE CONFLICT ANALYSIS SERVICES

No: ZOA-SSD-010-2019

### TERMS OF REFERENCE (TOR) CONFLICT ANALYSIS

#### I. About ZOA

ZOA is a Christian International NGO, with its head office based in the Netherlands. ZOA operates in several developing Countries globally in Afghanistan, Burundi, DR Congo, Ethiopia, Myanmar, Liberia, Sri Lanka, South Sudan, Sudan, Uganda, Colombia, Indonesia, Iraq, Nigeria, Syria and Yemen covering long term development and short term emergency disaster responses. ZOA's mission centers on supporting people affected by conflict or natural disasters, by contributing to a new perspective of hope through helping them to rebuild their homes and their livelihoods and to live peacefully together in stable communities. We believe in the Biblical message of reconciliation and restoration for a broken world. And we believe we have a specific responsibility to restore hope for people, particularly those in vulnerable positions. Inspired by faith, ZOA reaches out to people in need, irrespective of their race, ethnicity, religion or gender.

In South Sudan, (ZOA) is operating in Jonglei State (Bor, Pibor, and Akobo) implementing a 4 year livelihoods and food security project funded by the EU. In the Central Equatoria State County of Yei, ZOA implements a livelihoods project targeting out of schools youths, while in Old Fangak we have a WASH project implemented through a partner organization ADA. Given the context the current situation creates challenges for ZOA to deliver services at the community level, which calls for extra effort to adopt alternative approaches to minimize the effect of current conflict and ensure quality of the program delivery to achieve the desired outcome.

In addition, ZOA is linking communities to various government institutions and various groups in a complex web of relationship, such as civil society organizations, local government institutions, security organs, community structures, and other groups. In such a complex and unstable environment, understanding the shifting social, political and economic factors behind the conflict/s, particularly at the local level, "negotiating" between the various actors and forces involved, as well as keeping abreast of changing power relations, is becoming increasingly difficult.

#### I.I. Context and Problems

The changing dynamics from armed conflict and violence, to relative peace and pockets of violence in some of the country between state and non state actors has challenged the delivery of humanitarian and development programmes at the community level by national and international organisations. Among these challenges is, the increased demand for humanitarian assistance, due to internal displacement of large numbers of the population seeking to access basic services. .



The revitalized peace process promised to offer new opportunities in 2019 for South Sudan's Nationals. However, the cumulative effects of years of conflict, violence and destroyed livelihoods have left more than 7 million people or about 60% of the population in dire need of some form of humanitarian assistance and protection in 2019 (FEWSNET August 2019). According to the September IPC overview, it shows that more than half of the population is in IPC phase 3 (critical) or higher. The trend of food insecurity, arguably the greatest of South Sudan's problems is still increasing and the numbers are already staggering especially in Pibor classified in IPC 4 emergency (IPC September, 2019).

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## **JUSTIFICATION FOR A CONFLICT ANALYSIS IN JONGLEI**

ZOA is in discussions with a donor for a potential peace building project in Jonglei State. The previous conflict analysis was completed in 2015 and most of the information need to be validated.

### **Peacebuilding and Conflict Resolution Prospective**

Development cooperation in areas where violent conflict is likely, ongoing or recently concluded, will have both positive and negative impact. Therefore, every development programme must point to and promote violence-preventative methods. ZOA is one of the development actors delivering multi development program packages to the rural communities in South Sudan. Increased understanding of how ZOA can work in and on conflicts, rather than trying to work around them, is needed, because all development interventions affect and are affected by the dynamics and structures of conflicts. It is equally important to be aware of the opportunities for promoting peace building and conflict resolution within the scope of current programmes, and that these elements are considered in the ZOA strategy and programme planning. Also identify potential entry points, key mechanisms and actors, recognising the role of both men and women, to be engaged in peacebuilding and conflict resolution at the community level.

### **Capacity Development for Conflict-Sensitive Programme Delivery**

Conflict-sensitivity entails various efforts, methods and tools for working in conflict prone or conflict-affected areas. A conflict-sensitive approach is expected to reduce the risks of development intervention unintentionally contributing to ZOA understanding of violent conflict, as well as to directly contribute to peacebuilding. Having operated in a conflict and fragile environment for more than three decades, ZOA has adopted a conflict-sensitivity approach in its programmes. Nevertheless, given the changing dynamics, we believe that it is important to review and update these measures and approaches to make it relevant to the current conflict in South Sudan.

The analysis will also identify capacity gaps both in terms of organisation system and in the required competencies of the ZOA staff for conflict-sensitive program planning and management, based on the 'Do No Harm' principle. It will also facilitate identification of relevant tools for analysis, which responds to the changes in context identified through regular monitoring, both at the local and national levels, and how it affects women, men, girls and boys. For all these reasons, it is important that ZOA reviews its understanding of the capacity development needs and organisation systems for planning, contextualizing and implementing conflict-sensitive programmes.



## **2. ASSIGNMENT**

### **2.1 Analysis purpose and objectives**

#### **Purpose**

The principle objective of this consultancy assignment is to refresh ZOA management's understanding of the causes and dynamics of conflict(s) in areas where ZOA works, as well as its impact on ZOA operations in order to develop an evidence based appropriate intervention on peace building. The analysis will provide quality inputs and strategic road map for ZOA to effectively engage or mainstream peacebuilding and conflict transformation at the community level. In addition, the analysis will identify the required capacity gap and training needs within ZOA for delivering effective conflict-sensitive programmes in the targeted communities.

#### **Objectives**

1. *To Conduct a current conflict context analysis and profile current conflicts and their root causes and effects in the selected locations.*
2. *To identify the main actors in escalating/de-escalating conflicts in these locations and the opportunities for their engagement.*
3. *To understand the triggers of such conflicts and identify the most feasible approaches to mitigating such conflicts.*
4. *To assess existing mechanisms for conflict management and Community Drivers of Change.*
5. *Identify the best practices and tools for making conflict analysis an on-going process within reasonable frequency as per-the needs and requirements of the organization.*
6. *Through recommendations, provide input in the development of ZOA New project on Peace Building in Pibor*
7. *To identify potential synergies and opportunities for mainstreaming peace building and conflict resolution within the scope of current programs and approaches, potential entry point/roadmap for mainstreaming peace building into the ZOA programs.*

### **2.2 Scope of the Analysis**

The consultancy work will be focused on; in-depth examination of the conflict, its characteristics, causes and dynamics, its impact on ZOA programmes and its target groups, identify potential opportunities for peacebuilding initiatives within the current and future programs. The analysis will be carried out in the Jonglei Counties of Bor, Pibor and Akobo.

## **3. METHODOLOGY**

The ZOA Conflict Analysis Taskforce (ZCATF) made up of the Country Director, Programme Manager, Project Manager, and Monitoring and Evaluation Officer (M&EO) will be responsible for overall management of the assignment, who will select one of its member for leading the assignment and will be responsible to facilitate and utilize the work of consultant for the analysis.

For broader discussion and deeper analysis, a reference group consisting of the, managers, specialists or staff from the relevant units will be established and will be engaged and convened as per the needs for discussion, ideas and suggestion during the analysis period.

The consultant will carry out the analysis according to the ToR and will include necessary tools and exercises to meet study objectives. Some of these tools and areas of enquiry include, but are not limited to, the following:

- a) Secondary literature review,
- b) ZOA internal literature review,
- c) Key informant interviews with; Local authorities, leaders, NGOS at field level in each county
- d) Focus Group Discussions with separate groups such as Peace Building Committees, Women, Men, Youths, community development committees
- e) Detailed methodology, including the design of data-collection tools and formulation of specific questions will be developed by the consultant.

#### **4. OUTPUTS/DELIVERABLES**

Inception report containing a detailed conflict analysis methodology with accompanying analysis workplan and tools

Comprehensive conflict analysis report that contains in-depth examination of conflict, its characteristics, causes, dynamics and consequences on women, men, girls and boys.

**The below annexes should be included:**

**Conflict scenarios affecting ZOA programme delivery and its target groups** including key recommendation on mitigation and adaptation measures;

**Assessment report of potential synergies and opportunities** for mainstreaming peacebuilding and conflict transformation in ZOA programmes and recommendations

**Capacity needs assessment report of ZOA staff and systems** with recommendation on the need for specific training and other action required for conflict-sensitive programme delivery to maximize the impact of ZOA work on improving peace and mitigating conflict in ZOA targeted communities;

**Recommendations for potential mechanism and tools** to make conflict analysis/accessibility assessment as on-going process of the organisation and to support management decision on security measures;

Presentation of analysis results and recommendations at a seminar to be attended by ZOA management and Head of Programmes.

#### **ZOA Inputs**

- Gathering of documentary materials relevant to conflict and insecurity in South Sudan and to ZOA programmes
- All relevant ZOA specific organisational and programme documents – including policies, strategies, project plans, situational analyses and evaluations
- Accommodation, subsistence and transportation costs for the duration of the work carried out in South Sudan

## 5. DURATION AND WORKING SCHEDULE

Given the urgency of the assignment the conflict analysis will take place during November to December, 2019 for the duration of 30 days.

### 5.1 Proposed schedule

	Activity	Location	Number of days
1.	Documentary review and preparation of methodology		2 day;
2.	National level, meetings, interviews in Juba I: ZOA, CARE, Save the Children International, Government agencies, other organisations	Juba	2 days
3.	Fieldwork	Bor, Akobo and Pibor	12 days
4.	Assessment, data analysis and report writing	Various	6 days
5.	Presentation of findings and workshop discussion of results with ZOA management in Juba and completion of the process	Juba	1 days
6.	Draft report to be submitted no more than 7 days after completion of fieldwork;	Juba / offsite	5 days
7.	Synthesize comments and submit Final report within 5 days of receiving feedback and comments from ZOA.		2 days

## 6. BUDGET AND PAYMENT

### 6.1 Fees

The Consultant shall specify the fee per working day (8 hours) including all taxes and VAT.

### 6.2 Reimbursables

The consultant is to specify anticipated reimbursable costs. The details of the costs for reimbursables shall be indicative only. Revisions and re-allocations will be decided in dialogue with ZOA along the course of work. ZOA will arrange local transport and accommodation in South Sudan. No reimbursables for these costs should be indicated in the tender documentation.

### 6.3 Invoicing and Payment Procedures

An advance payment of 40% of the total costs will be settled as soon as ZOA has approved the workplan and inception report. A second instalment of 30% will be settled after completion of the field works as indicated in the schedule. The final 30% will only be paid once ZOA has approved the final report. A final invoice will be submitted upon the completion of the assignment.

## 7. CONSULTANT QUALIFICATIONS

The conflict analysis consultancy assignment is open to individual National/ International or a team of National and International expert consultants, with specialist knowledge and research expertise in conflict analysis and peacebuilding as well as development practice and theory. The consultant will have the following experience and qualifications:

- 7.1 Significant experience of conducting conflict analysis and/or research on conflict and its causes or approaches to conflict transformation;
- 7.2 Sound theoretical knowledge of development theory and/or experience of project management for an NGO or UN agency in delivering development projects;
- 7.3 Previous experiences of practising participatory methods in research and planning;
- 7.4 Considerable professional experience of working in South Sudan at the community, village and district levels, with a clear understanding of traditional forms of social organisation and systems of local governance, as well as official systems of local administration;
- 7.5 High level of competence in the English language, particularly in writing and strong communication skills, with the ability to communicate detailed concepts clearly and concisely both in writing and verbally.

## **8. APPLICATIONS SUBMISSION**

### **8.1 Documentation and information required**

The consultant should present a CV with relevant experience and background for the assignment and the following information:

- Detailed workplan
- Description of the approach and methodology to be applied
- Detailed budget indicating consultant fee per day, all costs included
- Two examples of studies/reports similar to this assignment (will be requested from selected firm/s)
- Three references, of which one should be related to the work

For any queries concerning this assignment please contact Michael Kiwombojjo [m.kiwombojjo@zoa.ngo](mailto:m.kiwombojjo@zoa.ngo) before 3<sup>rd</sup> November, 2019.

NB. ZOA is not obliged to take the lowest cost quotation.

### **8.2 Final date of Submission of CVs**

The application, including all required information, is to be submitted by email to [m.kiwombojjo@zoa.ngo](mailto:m.kiwombojjo@zoa.ngo) by 3<sup>rd</sup> November, 2019.



**ZOA**   
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