

Terms of reference (ToRs) for the procurement of services for the evaluation of ECOWAS Conflict Prevention Framework Plan of Action 2018 - 2020

Evaluation of ECOWAS Conflict Prevention Framework Plan of Action 2018 - 2020

**Project number/
cost centre:**

18.2135.4-001.00

0. List of abbreviations	2
1. Context.....	3
2. Tasks to be performed by the contractor	4
3. Concept.....	7
Technical-methodological concept	7
Other specific requirements.....	7
4. Personnel concept	7
5. Costing requirements	9
Assignment of personnel.....	9
Travel.....	10
Overview of costs.....	Error! Bookmark not defined.
6. Inputs of GIZ or other actors	10
7. Requirements on the format of the bid.....	10
8. Annexes	11

0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
CSOs	Civil Society Organizations
DPA	Directorate of Political Affairs
ECOWAS	Economic Community of West African States
ECPF	ECOWAS Conflict Prevention Framework
EPSAO	ECOWAS Peace and Security Architecture and Operations
EU	European Union
GIZ GmbH	Deutsche Gesellschaft für Internationale Zusammenarbeit
MSC	Mediation and Security Council
EU PSS	European Union Peace, Security and Stability

1. Context

Short Project Description

The West Africa region continues to struggle with old and new forms of conflict and insecurity, including violent extremism, communal violence, piracy, farmer-herder conflicts and election-related violence. In reaction to these crises which have plagued the region over the years, ECOWAS has developed various instruments and policies for conflict prevention and management and to reduce conflict. Despite all these mechanisms, the region continues to struggle to effectively address these conflicts. ECOWAS' apparent vulnerability in responding effectively to these challenges can be attributed to gaps in institutional and operational capacities and difficulties regarding coordination and implementation. These challenges cut across ECOWAS Institutions, Member States, and civil society groups in West Africa.

It is against this background that the ECOWAS Peace and Security Architecture and Operations (EPSAO) Project supports the ECOWAS Commission in its mandate to prevent and manage conflict and security threats in West Africa. This is achieved by strengthening ECOWAS in the area of conflict prevention, peace support operations and security sector reform and governance. The project is co-funded by the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) – implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ GmbH).

Background

In 2008, the ECOWAS Mediation and Security Council (MSC) adopted the ECOWAS Conflict Prevention Framework (ECPF) as a reference for the ECOWAS system and Member States in their efforts to strengthen human security in West Africa. Achieving this objective requires effective and durable cooperative interventions to prevent or de-escalate violence within and between States, and to resolve conflicts in a peaceful manner, while supporting peacebuilding in post-conflict environments. The ECPF is comprised of 15 Components that span the chain of initiatives designed to strengthen human security and mainstream conflict prevention activities in the region. In Section X of the Framework, it is recommended that the ECPF shall be accompanied by a four-year plan of action to be developed by the Commission. However, the 15th Component - the Enabling Mechanism is cross-cutting and facilitates the effective implementation of the 14 Components, alongside a Monitoring and Evaluation Plan and a Plan of Action. Thus, the Enabling Mechanism constitutes the linchpin and foundation pillar to ensure the successful implementation of the other 14 Components.

To operationalize the 15 ECPF Components, the first generation of ECPF Action Plans (2013-2017) were developed. However, implementation suffered from a lack of coordination and inadequate resources that could enable Focal Point Directorates to implement activities. In 2017, through the support of the European Union Peace Security and Stability (EU PSS) Project, two consultants were recruited with the core mission to develop Plans of Action for the 15 Components and establish a Monitoring and Evaluation Plan. The Action Plans were developed using a participatory and inclusive approach. Stakeholders consulted during the development of the Action Plans ranged from ECOWAS Focal Points to Civil Society Organizations (CSOs) and ECOWAS Member States.

In January 2019, the Action Plans for the 14 ECPF Components and its Enabling Mechanism for the period of (2018-2020) were launched by the ECOWAS Commission. During the second quarter of 2019, a Resource Mobilization Strategy for the ECPF Plans of Action was developed and validated in August 2019. Having implemented various activities and initiatives in line with the ECPF Components and its 2018 - 2020 Plans of Action, the ECOWAS Commission (through the ECPF Secretariat) has decided to undertake an evaluation of the 2018–2020

Plans of Action between March – June 2021 with the technical and financial support of the GIZ-EPSAO Project. Following the review process, the ECOWAS Commission will commence work on the development of the 2021–2025 ECPF Plans of Action. Thus, this evaluation process serves as an important precursor. An external evaluation team will be engaged to support the evaluation process.

The specific objectives geared towards the achievement of the 2018–2020 ECPF Plans of Action were to:

- a. Have a comprehensive and well-coordinated conflict prevention response
- b. Significantly contribute towards preventing or ameliorating the negative impacts of conflict
- c. Engender information sharing and collaboration amongst component teams and harness the dividends of complementarity
- d. Serve as an instrument for mobilizing resources for conflict prevention in the region as well as a framework for measuring impacts.

The activities for each component were set out in a logical framework and with corresponding budgets.

2. Tasks to be performed by the contractor

As the ECOWAS Commission intends for a comprehensive and forward-looking evaluation of the 2018–2020 ECPF Plans of Action, the Contractor will be expected to critically examine the effectiveness, efficiency and impact of the various actions and initiatives as follows:

- Objectively assess progress and results that have been achieved during the implementation cycle;
- Assess the level of implementation attained by the relevant ECOWAS Directorates in the implementation of ECPF programs as indicated in the Plans of Action;
- Identify critical gaps and challenges;
- Identify lessons, learnings and recommendations that can inform viable strategies for the new set of action plans beyond 2020;
- Propose a strategy to the ECOWAS Commission on how to improve the capacity and capability to operationalize the ECPF at the level of the Commission, and in collaboration with Member States, Civil Society Organizations (CSOs) and other relevant stakeholders;

The evaluation will cover all activities, including cross-cutting measures, across the 15 Components of the Plans of Action (2018 – 2020). Aside the key objectives as stated above, detailed questions will be developed by the evaluation team during the inception phase of this process. The core questions to be further elaborated by the Contractor would revolve (inter alia) around the following:

- The degree to which the Plans of Action have contributed to addressing human security/peace and security threats within the region and the extent to which objectives and programming across the 15 Components have been consistent with beneficiary needs and priorities;
- The degree of synergy and collaboration between and amongst ECOWAS, Member States, civil society actors and others in the operationalization of the ECPF;
- The effectiveness and efficiency of identified tools and strategies for the implementation of the Plans;
- The extent of alignment of the Action Plans to community strategies (including the Community Strategic Framework);
- The relevance and degree to which early warning has been mainstreamed in conflict prevention measures and programming;
- The extent to which recommendations of the mid-term ECPF evaluation (2016) have been addressed;
- The degree and level of coordination and complementarity of action of the ECPF components;
- The effectiveness of the resource mobilization strategy and Member States and development partner engagements in this regard – including an assessment of the effective utilization of resources;
- The degree to which the ECPF reporting framework is integrated into the overarching ECOWAS M&E reporting system and the extent of cooperation between the 15 Components and the Strategic Planning and M&E Units of the Commission;
- Key factors for improved sustainability of outcomes achieved;
- Key intervention strategies and issues for future consideration.

The Contractor is expected to produce an inception report that builds on the technical offer provided during the bidding process. This inception report should take into account the outcomes of discussions and additional guidance and clarifications provided by the ECOWAS Directorate of Political Affairs (DPA) and GIZ EPSAO during the kick-off meeting of the consultancy. The inception report should reflect any contextual adaptations to be made including adaptations to timeframes that may be necessary. The inception report is expected to clearly outline the following:

- The methodology to adopt to conduct the evaluation
- The Evaluation Design including evaluation criteria,
- The analytical framework of the Evaluation including guiding questions, evaluation methods to be used, the stakeholders to be consulted and the schedule to for the conduct of the evaluation.

This report will form the basis for the commencement of implementation of the work by the Contractor.

Existing resources materials including the 2018–2020 Plans of Action, reports of previous reviews and other relevant resources will be made available for the Contractor to conduct a comprehensive review. The Contractor will also hold consultations and interviews with critical stakeholders both at the regional and national levels as well as relevant international partners. The final draft report of the evaluation upon prior submission to ECOWAS and GIZ EPSAO will be presented for validation by the relevant stakeholders in accordance with the specified timeline. A determination of a virtual or physical validation workshop will be made taking into consideration developments around the COVID-19 pandemic.

The table below presents the milestones to be achieved within the specified timeframes throughout the contract term:

Milestones – Evaluation of ECPF Plans of Action 2018 – 2020	Deadline/place/person responsible
Kick off consultations	March 2021. Home base (Contractor, ECOWAS, GIZ EPSAO)
Drafting and submission of inception report (max. 10 pages)	March 2021. Home base (Contractor)
Review and validation of Inception report	March 2021 ECOWAS/GIZ EPSAO
Desk review of the work and achievements recorded in the course of the implementation of the 2018-2020 Plans of Action	March 2021. Home base (Contractor)
Interviews and consultations with relevant stakeholders including from the ECOWAS Commission, Member States, CSOs and selected development partners	March to April 2021. Home base (Contractor). ECOWAS/ GIZ EPSAO to support where needed
Preparation of detailed draft report on key findings from the review process (max. 40 pages)	April - May 2021. Home base (Contractor)
Submission of draft evaluation report by Contractor to ECOWAS and GIZ EPSAO for review and feedback	May 2021. Home base (Contractor)
Review and feedback by GIZ/ECOWAS	May 2021
Preparation for the validation workshop	May 2021. Home base (Contractor), in consultation with ECOWAS and GIZ EPSAO
Presentation of findings at stakeholder review and validation workshop	May 2021. Abuja (Contractor)
Finalisation and submission of Evaluation report on basis of feedback from review and validation workshop	June 2021. Home base (Contractor)

Period of assignment: From 05th March until 30th June 2021.

3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept).

Technical-methodological concept

- **Strategy**

The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1).

The bidder is required to present and justify the strategy with which they intend to provide the services (see Chapter 2).

- **Processes**

The bidder is required to describe the key processes (for the services for which they are responsible and create a schedule that describes how the services according to Chapter 2 will be provided.

In particular, the bidder is required to further describe and refine the necessary work steps and, if applicable, take into account the milestones and contributions of other actors in accordance with Chapter 2.

Other specific requirements

The bidder is required to outline their approach and methodology (data collection and analysis) for the evaluation specifically as outlined in Chapter 2. Limitations, constraints and mitigation measures should be elaborated as relevant. The bidder should also demonstrate how gender considerations and perspectives will be incorporated for the tasks as outlined in Chapter 2.

4. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs, the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points. It should be noted that the bidder is required to include at least one fully bilingual (English – French) team member for this assignment.

Proposed Staff

Team Leader (2.1)

Tasks of the Team Leader

- Assumes overall responsibility for implementing and delivering upon the tasks as specified in Chapter 2 - ensuring quality control and adherence to timeframes as

specified therein *or* as may be additionally agreed between the contractor and ECOWAS/GIZ EPSAO);

- Coordinating and ensuring regular communication and reporting with GIZ EPSAO, ECOWAS and other stakeholders as may be relevant.

Qualifications of Team Leader

- Education/Training (2.1.1): advanced degree in Political Science, International Relations, Peace and Security, Organizational Development and other related disciplines
- Language (2.1.2): English with French language competence as strong added advantage
- General professional experience (2.1.3): 10 years professional working experience in the field of peace and security (with a focus on West Africa) including Early warning, Preventive diplomacy, Security Governance, Cross border initiatives, Practical disarmament and Standby Forces etc.
- Specific professional experience (2.1.4): 10 years of professional experience in planning, implementation, evaluation and/or strategy design for programmes or projects in the development cooperation or peace and security sectors
- Leadership/management experience (2.1.5): 8 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 10 years of experience in projects in West Africa which should include working experience with the ECOWAS Commission
- Other (2.1.8): Excellent analytical abilities and ability to assess complex situations and distil critical aspects. Efficient, partner- and client-focused working methods

In addition to the Team Leader, the technical proposal should be supported by up to two (2) assistants/ assistant evaluators in delivering the tasks as outlined in Chapter 2. The tasks of the additional two assistants should be explicitly specified in the personnel concept of the technical proposal.

Tasks of the Assistant Evaluators to include the following:

- Background research and analysis of data collection
- Development of interview guides
- Conduct of interviews and consultations,
- Data and interview analysis,
- Preparation of reports and presentations, etc.

Qualifications for the Assistants Evaluators:

Expert 1 (2.2)

Qualifications of Expert 1

- Education/Training (2.2.1): Master's degree in Political Science, International Relations, Peace and Security and other related discipline
- Language (2.2.2): English with French as an added advantage
- General professional experience (2.2.3): 8 years professional working experience in the field of peace and security including in Early warning, Preventive diplomacy, Security Governance, Cross border initiatives, Practical disarmament and Standby Forces etc.
- Specific professional experience (2.2.4): 8 years experiences in peace and security, development, planning, monitoring and evaluation
- Regional experience (2.2.6): 5 years working experience in the region
- Other (2.2.8): Excellent analytical abilities and ability to assess complex situations and distil critical aspects. Efficient, partner- and client-focused working methods

2.1. Expert 2 (2.3)

Qualifications of Expert 2

- Education/Training (2.3.1): Master's degree in Political Science, International Relations, Peace and Security and other related discipline
- Language (2.3.2): English with French as an added advantage
- General professional experience (2.3.3): 8 years professional working experience in the field of peace and security including in Early warning, Preventive diplomacy, Security Governance, Cross border initiatives, Practical disarmament and Standby Forces etc.
- Specific professional experience (2.3.4): 8 years experiences in peace and security, development, planning, monitoring and evaluation
- Regional experience (2.3.6): 5 years working experience in the region
- Other (2.3.8): Excellent analytical abilities and ability to assess complex situations and distil critical aspects. Efficient, partner- and client-focused working methods

5. Costing requirements

Assignment of personnel

The expected number of days for the conduct of the Evaluation is 60 days as follows:

Team Leader: Assignment in home base for 12 days with 3 Expert days in Abuja Lead Consultant

Expert 1: Assignment in home base for 20 days with 3 Expert days in Abuja

Expert 2: Assignment in home base for 22 days.

The proposed working days as distributed above for the conduct of the Evaluation are only indicative. The Contractor could therefore redistribute the working days among the Team members accordingly.

Travel

The bidder is required to calculate travel based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses (airport transfers, transportation costs in country of assignment, i.e. Nigeria, COVID tests).

Note - If restrictions are introduced to combat coronavirus/COVID-19 (restrictions on air travel and travel in general, entry restrictions, quarantine measures, etc.), GIZ and the contractor are obliged to make adjustments to their contractual services to reflect the changed circumstances on the basis of good faith. This may involve changes to the service delivery period, the services to be delivered and, if necessary, to the remuneration.

Cost overview

- Expert fees for 60 days (to include communication costs)
- Ground transportation (e.g. airport transfers, transport in country of assignment)
- Daily allowances (per diems) and overnight accommodation (in line with applicable GIZ rates)
- COVID tests (as applicable)
- 2 return air tickets (1 for the Team Leader and 1 for the Assistant Evaluator) to Abuja (as applicable)

6. Inputs of GIZ

GIZ is expected to make the following available:

- ECPF Plans of Action 2018 – 2020 Validation Workshop administrative and logistical requirements. (stationery, equipment, ICT support etc.)

7. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (ref. Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is to be drawn up in English.

The complete bid shall not exceed 10 pages (excluding CVs). The CVs of personnel proposed in accordance with Chapter 4 of these TORs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

8. Annexes

- ECOWAS Conflict Prevention Framework, 2008
- Plans of Action for the 15 Components of the ECPF, 2018–2020
- Evaluation of the Operationalization of the ECPF at the Level of ECOWAS Directorates, 2013 – 2016
- Resource Mobilization Strategy for ECPF Components Action Plans
- ECOWAS Vision 2020
- Community Strategy Framework 2016–2020