

Terms of Reference: Review of ZOA Conflict Analysis

Name of project	Review of ZOA Conflict Analysis 2022 - 2024
Review period	October/November 2024
Location	Remote/hybrid
Purpose	Assess the quality of the conflict analysis conducted by ZOA in different countries, provide recommendations for improving the quality of the conflict analysis methodology, uptake and guidance.
Consultancy type	Desk study, interviews
Contact ZOA	Corita Corbijn – c.corbijn@zoa.ngo

1. Introduction

ZOA is an international relief and recovery organisation, currently working in 14 (post) conflict countries. As part of ZOA’s strategic plan for 2023-2026, the organization has adopted the Peace Nexus as a key strategic priority. This adoption underscores ZOA's commitment to enhancing peacebuilding efforts in the regions where it operates. The Peace Nexus approach integrates peacebuilding, relief and recovery, recognizing the interconnectedness of these areas and aiming to foster sustainable peace through comprehensive strategies. Other key strategic priorities for ZOA include Climate Resilience, Localisation, and Gender, Diversity and Inclusion (GDI).

Conflict Sensitivity has long been an important cross-cutting theme for ZOA. It involves understanding the context of conflict in the areas where ZOA operates and ensuring that interventions do not exacerbate existing tensions. Conflict-sensitive approaches aim to contribute positively to peace and stability, making it essential for ZOA’s operations and strategic planning.

Both the Peace Nexus and Conflict Sensitivity highlight the importance of conducting thorough conflict analyses. These analyses are crucial for understanding the dynamics of conflict in various countries and program areas. They help identify the root causes of conflict, the key actors involved, and the potential impact of ZOA’s interventions. ZOA has undertaken conflict analyses in various forms, including externally led analyses and internally conducted analyses.

ZOA wishes to conduct a review of the recent conflict analysis practice in order to improve the quality of the conflict analysis methodology and reports, and its uptake in programming. The review will be based on desk review of a selection of conflict analysis reports, interviews with ZOA staff and external resource persons.

2. Objectives

The objectives of this review are three-fold:

1. Assess the quality of the conflict analysis reports and the methodologies used
2. Evaluate the uptake and use of the conflict analyses in programming
3. Develop a guidance document for ZOA country staff on how to conduct “good enough” conflict analysis in line with the minimum quality standards for conflict analysis

3. Preliminary review questions

To respond to the objectives of this review, the following questions (non exhaustive) are identified :

3.1 Quality

- a. What are the minimum quality standards for a conflict analysis?
- b. Are the key components of a conflict analysis sufficiently covered in the reports?
- c. Which methodologies have been used for the conflict analysis and were they relevant and adapted to the specific contexts? What other alternative methodologies could have been used?
- d. What is the quality of the data collection and analysis? Is there a difference in terms of quality between internally led and externally conducted conflict analysis?
- e. To what extent have different levels of conflict (local – international) and their interlinkages been sufficiently addressed?
- f. What have been challenges during the conflict analysis (external challenges like limited access to areas, but also internal challenges like limited budget and staff time) and how can they be addressed?
- g. To what extent have there been biases and sensitivities in data collection and analysis , and how have they been addressed by ZOA staff?

3.2 Uptake and use for programming

- a. What is the readability of the conflict analysis report and how can this be improved?
- b. How has ZOA used the conflict analysis findings for programming (proposal design, MEAL etc.), and what can be done to improve uptake?
- c. To what extent does an internally led conflict analysis or externally conducted conflict analysis lead to different degree of uptake for programming?

3.3 Guidance document

- a. How can ZOA staff be supported in conducting conflict analysis (internally or with external consultants), given their limited time and budget?
- b. How can questions related to gender analysis and climate (two other key strategic priorities for ZOA) be integrated into the conflict analysis?

4. Proposed methodology

The review will be conducted through the following methods:

- In depth analysis of a selection of conflict analysis reports (max. 10). The consultant is invited to propose a framework for assessing the quality of these conflict analysis reports.
- Interviews with max. 10 ZOA staff (both in country offices and HQ) who have been involved in conflict analysis and Peace Nexus programming
- Interviews with max. 4 external experts/organisations experienced in conflict analysis for multi sectoral organisations

The consultant is invited to propose additional and more detailed methodologies for the review.

5. Expected deliverables and timeframe

- Inception report indicating methodology and workplan
- Review report responding to objective 1 (Quality) and 2 (Uptake and use for programming) which includes the following chapters: executive summary, introduction, methodology, results & findings, conclusions and recommendations (max. 15 pages excluding annexes).
- Conflict Analysis Guidance document for ZOA staff (max. 10 pages) including:

- Conflict analysis framework (main topics/questions) adapted to ZOA context and integrating questions related to gender and climate
- Conflict analysis methodologies and how/when to use them
- Format(s) for conflict analysis report

The review will be executed according to the following timeframe (tentative):

Activity	Deadline	Estimated time
Procurement process	September 19th, 2024	
Inception meeting Inception report	September 30th, 2024	0.5 day
Desk review and interviews Draft review report	October 15th, 2024	Max. 5.5 days
Submission of final review report	October 20th	0.5 day
Draft Conflict Analysis Guidance document	October 31th, 2024	Max. 3 days
Submission of final Conflict Analysis Guidance document	November 10th	1 day
Presentation of review report and Conflict Analysis Guidance document	November 15th	0.5 day
Total		Apr. 11 days

6. Budget

A maximum budget of EUR 8.500 ,- including VAT is available for this review to be covered by ZOA.

Proposed budget should include all professional fees including VAT.

7. Profile of consultant (qualifications and competencies)

- Has demonstrable experience with conducting conflict analysis for multi sectoral organisations like ZOA (which work not only in peacebuilding, but also working in WASH, Food Security and Livelihoods etc.)
- Has demonstrable experience with relief and recovery interventions in post conflict countries
- Has strong writing skills (in English) and has experience drafting practical guidance documents on peacebuilding and conflict analysis for use by project staff
- Has experience conducting research at meta level (including multiple countries, at organisational level)
- Combines academic research capacity with pragmatic hands-on mindset
- Able to work in a structured manner
- Experience in countries where ZOA operates is considered an advantage

8. Application

The consultant is expected to submit a technical and financial proposal.

Technical proposals

The technical proposal must comply with the requirements in this TOR and comprise of:

- A cover letter with a brief presentation of the consultancy
- A brief narrative proposal including the methodology, proposed timeline/work plan, and profile of the consultant(s)
- Annex with CV of consultant, and list with relevant experience /examples of similar work conducted
- The technical proposal should not exceed 6 pages

Financial

- All Financial Proposals submitted must comply with the requirements in the Request of Proposal and shall list all costs associated with the assignment.
- Total budget in **EUROS**
- Breakdown of fees (based on # days), and other associated costs

The completed proposal and ToR could be adjusted if necessary during negotiation and will be used in any resulting Agreement.

Payments will be made in instalments based on the actual inputs provided and the agreed-upon budget – this will be determined upon signing the Agreement.

The proposal should be valid for a period of at least (90 days) from the last day of submission.

Submission of quotation

Consultants who feel that they can meet or exceed the requirements should submit a proposal to c.corbijn@zoa.ngo not later than **September 19th 2024 5 pm CEST**.