



**Cordaid – Sierra Leone  
51 Byrne Lane,  
Off Wilkinson Road, Freetown.**

## **TERM OF REFERENCE**

### **CONSULTANT TO DEVELOP A STANDARD OPERATING PROCEDURES (SOPS), PROTOCOLS FOR COMMUNITY BASED DISPUTE RESOLUTION SERVICE PROVIDERS (CBDR) INCLUSIVE CONFLICT PREVENTION AND PEACEBUILDING PROJECT**

#### **Cordaid in Brief**

CORDAID believes in a world without poverty and exclusion. We strive for a just and sustainable society where every person counts. We stand for knowledge and talent sharing between North and South, between farmers and businesses, between activists and policymakers. Where poverty, conflict and exclusion divide societies, we connect people and communities. We stand for professionalism, expertise and solidarity across borders. We make a difference where it is most needed.

We do that where natural disasters strike, where conflicts tear up communities and where under development keep families in extreme poverty and ill health. In the Netherlands we are known as CORDAID Memisa, CORDAID Menes in Nood, CORDAID Kinderstem and CORDAID Microkrediet. In Sierra Leone, we focus on two key areas of support – Health System Strengthening and Private Sector Development.

#### **Cordaid Sierra Leone Country Office**

CORDAID Sierra Leone County Office was established in October 2015, following official registration as an International Non-Governmental Organisation (INGO) in August 2015, a satellite office under the purview of Cordaid Sierra Leone was opened in Liberia in 2017. Although Cordaid has been working in both Sierra Leone and Liberia for over 20 years, this is the first time there has been an official country office in place – previous work was carried out on a donor or project basis.

#### **Background:**

Sierra Leone's national peacebuilding approach is fragmented across multiple strategies and plans. The Inclusive Conflict Prevention and Peace Building project funded by the **UN Peacebuilding Fund (UNPBF)** is consistent with the findings and recommendations of the TRC, especially those articles relevant to youth participation and gender equality. The project will also support achievement of the Medium-Term

National Development Plan 2019-23, especially cluster four on governance and accountability for results, and cluster five on empowering women, children, and adolescents. The successful implementation of this project will contribute to Sierra Leone's efforts to meet its obligations under UN Security Council Resolutions 1325 and 2250 and is in line with ongoing efforts to establish the Peace and National Cohesion Commission which will serve as premier infrastructure for peace in Sierra Leone.

This project strategically fits to key priorities by working across existing plans, policies and decentralized structures and using them as the frame of reference to enhance delivery effectiveness impacts. The project will support Sierra Leone to realize its commitments related to the 2030 Agenda, especially SDGs 16 and 5. Sierra Leone is prioritizing SDG16, most visibly as a pioneering member of the Pathfinders for Peaceful, Just, and Inclusive Societies, a global platform working on three transformative strategies (violence prevention, institutional renewal, and increasing inclusivity) and subsidiary areas of catalytic action to implement SDG16 and related goals ("SDG16+"). Our project is closely aligned with the targets and indicators of SDG16+.

With this project Cordaid and Youth Partnership for Peace and Development will complement the work of youth-led CSOs and CBOs through direct engagement with the most important providers of Community Based Dispute Resolution (CBDR) in rural and peri-urban Sierra Leone, specifically: customary authorities, Local Police Partnership Boards (LPPBs), and District Security Committees (DISECs). This engagement will take two main forms: facilitated dialogues between youth and CBDR providers, will enable youth and external experts to engage change-minded CBDR providers around basic rights norms and standards, procedural safeguards, coordination, and inclusion of young women and men, and foster progress toward specific performance pledges by CBDRs that initiate development of RAPs, or take the form of dialogues on specific instances of injustice in the informal sector; and *technical advice and training* to support CBDR providers to establish codes of conduct, standard operating procedures, and protocols that entrench basic rights norms and standards, respect for jurisdictional boundaries and coordination, conflict-sensitivity, procedural safeguards, restorative justice principles (including non-financial reparation), effective record-keeping.

**Description of the project focus and approach:**

The Inclusive Conflict Prevention and Peace Building Project responds directly to root causes of conflict in Sierra Leone identified in the conflict analysis, specifically: **(1) the *general systematic exclusion of rural and peri-urban youth*; and (2) the *specific exclusion of rural and peri-urban youth from opportunities to defend their rights and resolve conflicts through existing CBDR mechanisms, and to contribute to conflict prevention at national level.*** The project builds on the premise of UNSCR 2250 that recognizes the positive role young people play in contributing to solutions for peace; and applies a people-centered, bottom-up approach that will be further adapted to the contexts of each of 3 intervention sites.

Despite constituting a majority of Sierra Leone's population, young women and men struggle to claim rights, address grievances, and resolve conflicts through the most widely used CBDR mechanisms at local level, especially in rural and peri-urban areas. The continued exclusion of young women and men from

CBDR has an adverse impact not only on security and justice outcomes for youth themselves, but also on Sierra Leone's prospects for stability.

Therefore, Cordaid and YPPD will implement this project to produce ***an enabling environment for young women and men, working intergenerationally, to encourage active citizenship and collectively influence conflict prevention practices at local and national levels, contributing to a more inclusive and peaceful society for all Sierra Leoneans.*** This headline goal will be achieved through delivery of 3 inter-related project elements:

(1) equipping and mobilizing young people to identify and act on key drivers of conflict, insecurity and injustice in their communities.

(2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women.

(3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders.

The young women and men that have been involved in community-based research or engagement with CBDR providers at local level and will be supported to advocate for application of their insights and perspectives in national-level conflict prevention policy and build trust with key conflict prevention institutions. Advocacy and dialogue actions will build on established links with national conflict prevention stakeholders, especially NCPC, ONS, and SLP, ensuring lessons learned in rural and peri-urban areas are translated into Sierra Leone-wide policies and plans, such as ONS and SLP conflict early warning mechanisms (including those set-ups to prevent electoral violence). This component of the program will also include 2 national knowledge-sharing activities: the *youth conflict prevention summit*; ensuring that youth-led CSOs and CBOs involved in the project link-up with the broader Sierra Leonean youth movement (as well as the National Youth Commission and All Political Parties Youth and Women Associations); and the *national youth palaver* (towards project conclusion) nurturing dialogue around CBDR and conflict prevention with key institutional stakeholders (ONS, SLP, NCPC and LAB, plus relevant ministries, MPs, independent oversight institutions such as HRCSL, electoral institutions like the National Electoral Commission and Political Parties Registration Commission, and others).

***Project Theory:***

It is expected that project interventions will lead to changes in the conflict factors identified in the conflict analysis based on the following Theory of Change (TOC):

- ✓ *If* young women and men are organized through youth led CSOs and CBOs that provide them with a platform for collective action (**assumption 1**).
- ✓ *If* young women and men are aware of their rights and able to generate locally grounded insights on

conflict, insecurity, and injustice (**assumption 2**).

- ✓ *if* knowledge and insights are used constructively by advocacy-capable youth-led CSOs and CBOs, working in solidarity with older women and men, to influence the behavior of CBDR providers at local level (**assumption 3**).
- ✓ *Then* more inclusive, gender-sensitive and conflict-sensitive CBDR practices will become the norm in rural and peri-urban Sierra Leone (**assumption 4**).
- ✓ *And if* this progress is linked to national advocacy, influencing national policymakers to adopt and scale-up the practices of more responsive and accountable local-level CBDR mechanisms, thereby ensuring that these become a sound basis for national conflict prevention policies (**assumption 5**).
- ✓ *Then* young women and men, working intergenerationally, will be able to collectively shape an environment for conflict prevention at all levels that is more conducive to their participation and responsive to their needs (**assumption 6**).

Because change in the behavior of duty-bearers and powerholders at both local and national levels results from the combination of public demand (advocacy) informed by the presentation of evidence, and public accountability (monitoring)

**Scope of work:**

Cordaid-SL is hiring a consultant to develop codes of conduct, standard operating procedures, and protocols that entrench basic rights norms and standards, respect for jurisdictional boundaries and coordination, conflict-sensitivity, procedural safeguards, restorative justice principles (including non-financial reparation), effective recordkeeping, procedural safeguards, coordination, and inclusion of young women and men, and foster progress toward specific performance pledges by CBDRs service providers.

This document will help initiate development of Responsiveness and Accountability Plans (RAPs) and take the form of dialogues on specific instances of injustice in the informal sector to improve performance of CBDR providers with specific attention to adapt more gender-sensitive and conflict-sensitive practices and specific focus on addressing the needs of young women and men.

**Objectives:**

To design and establish codes of conduct, SOPs, and protocols that will guide and entrench basic rights norms and standards of Community Based Dispute Resolution service providers in three project sites.

**Specifically, the main objectives are:**

- ✓ To facilitate dialogues between youth and CBDR service providers as platform for youth and external experts to engage change minded CBDR providers around basic rights norms and standards, procedural safeguards, coordination, and inclusion of young women and men,
- ✓ To initiate dialogues on specific instances of injustice in the informal sector; and technical advice and training to establish codes of conduct, standard operating procedures, and protocols that entrench basic rights norms including a focus to improve performance of CBDR providers with specific attention to adapt more gender-sensitive and conflict-sensitive practices and specific focus on addressing the needs of young women
- ✓ *To review and understand the strengths and weaknesses of the current standard operating procedures within the various CBDR service providers at the district, chiefdom, and community levels.*
- ✓ To establish standard operating procedures, protocols, and structures of CBDR mechanisms to entrench new practices

**Work Profile:**

The entire consultancy would revolve around the undermentioned work profile for the period of the consultancy. The process should be a learning experience for all project beneficiaries at all levels of the project intervention sites. A method that will supports this purpose and that will also aim at facilitating the project stakeholders to do self-reflection and analysis regarding its set objectives. The approach selected should be in line with the overall principles of the project and the objectives of the consultancy.

- ✓ *Prepare a comprehensive research proposal based on the defined results framework of the proposal (included baseline values) with appropriate methodology to carry out the study.*
- ✓ *Conduct a desk review on the current establish standard operating procedures, and protocols that entrench basic rights norms including a focus to improve performance of CBDR providers in the country*
- ✓ *Organize meetings with project stakeholders (Cordaid, YPPD and UN Representative).*
- ✓ *Develop and submit a detailed inception report.*
- ✓ *Organize district stakeholder's consultation on the development of the standard operating procedures of CBDR service providers across the project implementing sites.*
- ✓ *Collect, review, and analyze all the necessary qualitative and quantitative data (primary and secondary) in relation to the development of the SOPs.*
- ✓ *Develop a draft SOPs for further dialogue with the partners.*

- ✓ *Facilitate a two-days validation workshop with key stakeholders and project beneficiaries.*
- ✓ *Review and final printing of the SOPs.*

**Work Schedule:**

<b>Date Covered</b>	<b>Tasks/Activities</b>	<b>Persons in charge</b>
2 Working days	<i>Prepare a comprehensive research proposal based on the defined results framework of the proposal (included baseline values) with appropriate methodology to carry out the study.</i>	Consultant
2 Working days	<i>Conduct a desk review on the current establish standard operating procedures, and protocols that entrench basic rights norms including a focus to improve performance of CBDR providers in the country</i>	Consultant
1 Working Day	<i>Organize meetings with project stakeholders (Cordaid, YPPD and UN Representative).</i>	Consultant
1 Working Day	<i>Develop and submit a detailed inception report.</i>	Consultant
5 Working day	<i>Organize district stakeholder's consultation on the development of the standard operating procedures of CBDR service providers across the project implementing sites.</i>	Consultant
1 Working days	<i>Review, and analyze all the necessary qualitative and quantitative data (primary and secondary) in relation to the development of the SOPs.</i>	Consultant Cordaid YPPD
2 Working days	<i>Facilitate a two-days validation workshop with key stakeholders and project beneficiaries.</i>	Consultant Cordaid YPPD
1 Working Day	<i>Review and final printing of the SOPs.</i>	Consultant

### **Consultant Specifications:**

- ✓ 5+ years of professional experience on research, data collection (qualitative and quantitative), gender sensitive analysis and mainstream, youth work, conflict prevention, local governance, mediation/ADR, or other relevant topics in the Sierra Leonean context.
- ✓ Knowledge of and preferably experience with conflict dynamics and structural barriers to youth participation in CBDR mechanisms.
- ✓ Strong knowledge of governance arrangements in rural Sierra Leone, and established relationships with key actors such as customary authorities, a significant asset
- ✓ An established network of information sources across different sectors, groups, and locations within Sierra Leone.
- ✓ Superior diplomatic and verbal communication skills in English and relevant Sierra Leonean languages, and proven ability to navigate effectively and work with multi-stakeholder partnerships involving grassroots and other stakeholders.
- ✓ Academic qualification in a relevant discipline (anthropology, gender studies, development studies, economics, political science), ideally at graduate level
- ✓ Experience with participatory baseline survey methodologies
- ✓ Experience with facilitation of a diverse groups of people.
- ✓ Good listening and report writing skills.
- ✓ Experience in setting up and working with ICT based data collection tools an asset.

### **SUBMISSION CRITERIA**

The following documents **must** accompany the application

- A technical proposal not exceeding 10 pages containing.
  - A demonstration of a clear understanding and interpretation of the TOR as presented.
  - Methodology to be used in undertaking the assignment.
  - Time and activity schedule.
  - A financial proposal not exceeding 2 pages Consultant's daily rates/ professional fees in SLL (perhaps states the equivalent in Euro).
  - Evidence of relevant experience and samples of products related to the assignment.
- Curriculum vitae of the lead consultants to undertake the assignment

## How to apply?

*Application should be forwarded by email to [jobs\\_sl@cordaid.org](mailto:jobs_sl@cordaid.org). The application should consist of a full proposal, budget and up to date CV that includes the names and contact information of 3 of your most recent referees.*

**Please address the Subject of your email as: Baseline Consultancy. Only successful applicants will receive a response.**

All Proposals must be submitted on or before the deadline 13<sup>th</sup> April 2022.

at the Cordaid Office situated at 51 Byrne Lane off Wilkinson Road. By mail to [procurementsierraleone@cordaid.org](mailto:procurementsierraleone@cordaid.org)