



SADC – EU REGIONAL POLITICAL COOPERATION (RPC) PROGRAMME

TERMS OF REFERENCE FOR DEVELOPMENT OF SADC REGIONAL MEDIATION TRAINING CURRICULUM

1.0 INTRODUCTION

The SADC Secretariat, with the European Union funded “SADC Regional Political Cooperation Programme”, seeks to develop a SADC Regional Mediation Experts Database.

The SADC region constitutes 15 Member States with varied cultures, languages, histories, political cultures, legal systems, development opportunities and challenges. The sub-region comprises of in-land and some island states of the south-west Indian Ocean. Between 2012 and 2025, the combined population of the 15 Member States is projected to rise from 167 million to 215 million with increasing migration and birth rates

Given its history with colonialism and the struggles for independence, as well as the varying levels of development within and among them, countries in the SADC region remain exposed to a number of societal and political issues that make the threat of intra-state conflict a real one. Additionally, the scourges of poverty; natural disasters such as floods, droughts and cyclones; health pandemics such as HIV/AIDS; unemployment, and rising social inequality continue to hamper the pace of socio-economic development and transformation of the region. According to the Centre for Conflict Resolution (2014), “many African conflicts stem from divisions created during colonial and post-colonial state-formation and nation-building, which often divested local communities and ethnic groups of their indigenous autonomy and many of their means to sustain their own livelihoods, replacing these with centralised authority. After overweening power was assumed at independence from the 1950s by certain privileged individuals and groups, identity related conflicts, which related closely to inequitable access to political and economic opportunities, proliferated”.

The SADC Treaty states that one of the fundamental principles of the organisation is peaceful settlement of disputes. The organisation’s structures include the Organ on Politics, Defence and Security Cooperation whose objectives, functions and structures are governed by the Protocol on Politics, Defence and Security Co-operation of 2001.

Bearing in mind that peace and security and strong political relations are critical factors in creating a conducive environment for regional cooperation and integration, the Protocol (2.1), states that the general objective of the Organ is to promote peace and security in the region as a necessary precondition for economic development. To this end, the Organ has the responsibility to coordinate the resolution of significant inter- and intra-state conflict. The

Organ must prevent, manage and resolve conflict by peaceful means, which include preventative diplomacy, negotiation, conciliation, mediation; good offices, arbitration and adjudication by an international tribunal [see Art. 2.2(e); 11.1(b); 11.3(a)]. The Protocol therefore indicates clearly that Member States support the use of preventative diplomacy and mediation to prevent, manage and resolve conflicts in the region.

At its 2004 meeting of Heads of States and Government held in Mauritius, SADC Summit took a decision to establish Mediation, Conflict Prevention and Preventative Diplomacy structures, recognizing the need to strengthen SADC mediation capacities to timeously preempt violent conflict and mediate solutions. This resulted in the establishment of a three-tiered structure for strengthening the mediation capacity of SADC, comprised of: the Panel of Elders (PoE), the Mediation Reference Group (MRG) and the Mediation Support Unit (MSU). One of the specific objectives of the MSU is to deepen the understanding of and skill in dialogue, mediation and preventative diplomacy in the region through appropriate research, information dissemination and collective learning events. It is in pursuit of this objective that the MSU wishes to procure the services of an experienced technical expert (or firm) to assist in the development of a training curriculum for mediation experts.

2.0 BACKGROUND

The EU-funded “SADC Regional Political Cooperation” programme is designed to strengthen the capacity of the SADC Secretariat and more specifically the Directorate of the Organ on Politics, Defence and Security Cooperation (“the Organ”) in implementing its mandate to effect regional integration in the political and security sectors. The overall objectives, purpose and result areas of the programme of Support to SADC Regional Political Cooperation are detailed hereunder.

Overall Objective:

To promote peace and security, as a basis for economic growth and poverty reduction in the SADC Region.

Purpose:

To strengthen the capacity of SADC to perform its mandate in the area of politics, governance, peace and security.

Result Areas:

Result 1: Democratic institutions in the region are strengthened through consolidated institutionalisation of the SADC Principles and Guidelines Governing Democratic Elections.

Result 2: Regional capacities to prevent and manage conflicts reinforced.

Result 3: Enhanced Regional Capacity in Respect of Disaster Risk Reduction, Disaster Management and the Coordination and Support of Humanitarian Assistance

Result 4: Raised Awareness, Cooperation and Action Against Trafficking in Persons, Especially Women and Children, in the SADC Region

Result 5: The RPC programme is rationally managed and implemented in the most economic, efficient and effective manner.

The development of the regional mediation training curriculum will be restricted to Result Area 2, whilst making reflections on the linkages with the other results areas, for instance how the entrenchment of democratic institutions and practices, and good governance can contribute to conflict prevention and peace-building. The focus of the curriculum development process will be to facilitate the collection, review, compilation and packaging of information covering issues such as conflict prevention, conflict-analysis, conflict resolution approaches and process, mediation (including techniques, strategies, process, design etc.), conflict resolution, peace-making and peace-building, negotiation (including stakeholder analysis and inclusivity), change management etc. It is expected that throughout the various thematic areas, efforts will be made to incorporate and address cross-cutting aspects such as gender, youth, HIV/AIDS and other communicable diseases, protection and promotion of human rights, legal and socio-economic issues and so forth.

The ultimate objective is to ensure that the information available is written, formulated and packaged in a manner that facilitates capacity building in the different SADC MS contexts, targeting various audiences and stakeholders. The expectation is that the training material will enhance the skills of mediation support teams including members of the Mediation Reference Group, and also serve as a reference for planning and execution of mediation initiatives. By facilitating the development of a comprehensive training package that combines technical, theoretical and reference materials with interactive learning tools and processes, the RPC programme will strengthen the coordination role of the SADC Mediation Support Unit. Once the training curriculum has been developed, it is expected that it will be used by the SADC Secretariat and Member states to build capacity in preventive diplomacy and conflict resolution. This will also contribute to an increase in the number and quality of mediation experts that will be included in the regional database of mediation experts.

3. Scope of the Assignment

In order to contribute to the MSU's objective of deepening the understanding of and skill in dialogue, mediation and preventative diplomacy in the region through appropriate research, information dissemination and collective learning events, the technical expert (s) will carry out the following tasks:

- Develop a comprehensive inventory of specialized mediation practitioners and experts (including institutions) in the SADC region, focusing on those involved in capacity-building and research production in relevant fields. The inventory should include a summary of existing training tools, methodologies and samples where possible.
- Undertake a desktop review of the available training tools and resources, assessing simplicity, relevance and technical soundness, including the adequacy, appropriateness, use and explanation of key components and concepts,
- Develop guidelines on the curriculum development process, including proposed scope (content), structure, methodologies, training tools and resources etc. in collaboration

- with the SADC MSU and the RPTC
- Conduct a one day validation workshop for relevant SADC staff on the proposed structure, content and layout of the training manual
- Document and preserve the information used in the above assessments
- Develop the entire training curriculum modules including interactive resources and tools
- Organize one full (five days) regional training as facilitated by the MSU in order to test the training materials prior to finalization.
- Print and present five complete sets of the training curriculum for a validation workshop organized by the MSU
- Provide the MSU with the finalized electronic versions (final print versions and the relevant editable format) of the training material

3.1 Description of tasks

In order to perform the above tasks, the consultant (s) shall:

- a. Undertake an extensive desk review to collect data and information relevant to the assignment. In this regard the consultant will among others acquire and review where applicable, documents on the following:
 - i. Institutions and experienced individuals working in the field of capacity-building on conflict resolution (including peace-making, peace-building; transitional government arrangements, constitutional drafting and reform; negotiations, mediation process design etc.)
 - ii. key national, regional or international mediation-related training/capacity-building plans and programmes;
 - iii. Any relevant national, regional and international reports/ strategies, plans and programmes on mediation, conflict resolution and preventive diplomacy.
- b. Consult selected national, regional and international institutions and key sectoral actors and stakeholders in the SADC region, including relevant UN organizations etc, to identify, and acquire the necessary information and tools, for the assignment;
- c. Be guided by the various SADC, African Union and International policies, protocols, strategies and master plans, decisions and resolutions on peace and security including conflict prevention, conflict resolution, peace-making and peace-building;
- d. Organize one five day regional training to “test” the material and make adjustments and improvements
- e. Prepare (including printing five sets of the training package) and make a presentation of the draft regional mediation training curriculum (including modules, tools and resources) at a validation meeting to be arranged by the SADC Secretariat, for review and provision of comments and additional inputs;
- f. Finalize the training package and consultancy report on the basis of comments and additional inputs provided by key stakeholders and the consultative meeting(s).
- g. Provide the final version of the full training package to the MSU, including editable versions.

3.2 Required Outputs and Deliverables

The outputs will be:

- a. An inception report, including the conceptualization, work plan for the assignment and training curriculum outline;

- b. A progress report and a draft regional mediation training curriculum (including content modules and training resources and tools);
- c. A report on the validation/consultation meetings, as well as the five day training to “test” the training material;
- d. A final Consultancy Report and a Regional Mediation training package.

3.3 Duration of the Assignment and Timelines

The technical expert (s) will be engaged for a total period of 90 working days to be undertaken between July and November 2015.

Time frame	Consultant’s deliverables
3 working days after signature of the contract	Submits to SADC Mediation Support Unit an inception report including the conceptualization, work plan for the assignment and training curriculum outline
20 working days after signature of the contract	Submits a progress report and presentation specifically focusing on analysis and comparative review of relevant training curriculum designs, processes and methodologies, as well as a proposed draft Regional Mediation Training package
25 working days after signing the contract	SADC Mediation Support Unit and other stakeholders review and provide comments on the inception report and the proposed draft training curriculum
30 working days after signature of contract	Submits a revised draft report
50 working days after signature of the contract	Submits first draft of the full training curriculum, including tools and resources
60 working days after signature of contract	Participates in a five day regional training to test the training material
70 working days after signature of contract	Submits report of the training, with proposed revisions and adjustments to the training package
80 working days after signature of the contract	Presents draft final report and training package (including five full printed copies) at a validation workshop organized by the Secretariat
90 days after signature of the contract	Presents final version (soft copies plus one printed copy) of the consultancy report as well as the full training package to the Secretariat in editable and print-ready versions.

3.4 Reporting

The expert(s) shall report to, and perform the assigned tasks under the guidance and direct supervision of the Mediation Officer, within the Mediation Support Unit under the Organ on Politics Defence and Security Affairs, GABORONE. The MSU will among other things, facilitate the consultant's contact with key actors and key stakeholders in the region, and facilitate access to relevant documents and information to the extent possible.

4.0 Expertise Required

The expert (s) must demonstrate **capabilities and experience** to develop a comprehensive Regional Mediation training curriculum. The successful expert (s) must also have proven ability to finish and present work with a high degree of accuracy. The expert (s) or team leader must have at least:

Education: Masters degree (or equivalent) in Security Studies, Strategic Studies, International Relations, Political Sciences, Social Sciences or other related fields;

Experience At least 10 years of technical professional experience in the design and construction of training curricula and capacity-building programmes in conflict resolution; mediation and or preventive diplomacy; Experience in taking the lead in facilitating training and capacity-building exercises. Preference will be given to candidates familiar with the SADC region, with past experience at regional and/or national levels within the region;
Language Skills: Fluency in English is a prerequisite and working knowledge and experience in French and Portuguese will be an added advantage.

General skills: Excellent report writing and communication skills, coupled with advanced computer literacy for compilation, analysis and dissemination of customer oriented information are required. Proficiency in computer programs used to enhance the development of training manuals complemented with audio-visual tools and illustrations; information management and; knowledge production and reproduction technology is an advantage.

Furthermore, the technical expert (s) must be able to commence with the assignment on or before 13 July 2015.

5.0 Budget

The maximum budget for the assignment is US\$ 40 500. 00

6.0 Payment

The technical expert (s) shall be paid in accordance with the following payment schedule:

- a. **15% (Fifteen per cent)** upon submission of the assignment inception report acceptable to SADC Secretariat;
- b. **25% (Twenty-five per cent)** upon submission of the progress report and draft Regional Mediation training curriculum acceptable to SADC Secretariat;

- c. **25% (Twenty-five per cent)** upon presentation of the revised draft regional mediation training curriculum and conclusion of the regional training to test the training package;
- d. **35% (Thirty-five per cent)** upon finalization and submission of all outputs acceptable to SADC.

7.0 Evaluation Criteria

All applications received will be assessed using the following criteria:

Category	Points
Education	25
Experience	45
Language Skills	15
General Skills	15
Total	100