



**TERMS OF REFERENCE TO CONDUCT AN ORGANISATIONAL DEVELOPMENT ASSESSMENT  
(ODA) FOR THE INDEPENDENT COMMISSION FOR PEACE AND NATIONAL COHESION  
(ICPNC) SIERRA LEONE**



## Acronyms

AGA	Africa Governance Architecture
APSA	African Peace and Security Architecture
AU	African Union
AUPSG	AU Peace and Security Governance
CRC	Constitution Review Committee
D-PAPS	Department of Political Affairs Peace and Security
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICPNC	Independent Commission for Peace and National Cohesion
ICT	Information and Communication Technologies
ODA	Organizational Development Assessment
TRC	Truth and Reconciliation Commission
WANEP	West Africa Network for Peacebuilding



## 1. Background

The brutal spill-over of the conflict from Liberia on 23<sup>rd</sup> March 1991 left a trail of human tragedy and misery in Sierra Leone.<sup>1</sup> The social, political and economic impact of the conflict was devastating.<sup>2</sup> It has been regarded as one of the most violent rebel wars the world has ever seen because of its reputation for wide-scale amputation, hostages taking of the United Nations peacekeepers, and the abduction of women and children as sex slaves, labourers and combatants. More than 50,000 people were killed, thousands amputated, and over half the population was displaced.<sup>3</sup> The Lomé Peace Accord signed in July 1999 paved the roadmap towards the end of the civil war in 2002. Within the scope of the broader peacebuilding framework, transitional justice mechanisms such as the Truth and Reconciliation Commission (TRC), and the UN-backed Special Court for Sierra Leone were concurrently established to deal with past human rights violations and promote forgiveness and justice for victims. These were significant milestones in restorative justice and a pathway to peace and democratic consolidation in the country.

Added to the various contributions on the ‘root causes of conflict’ debates were political oppression dissenting voices through a one-party system of governance, the collapse of national institutions and local services, the breakdown of state security and the misappropriation of national resources and abuse of incumbency. The situation was compounded by other factors including deepened mistrust among stakeholders, disengagement of communities, and the exclusion of youth and women in decision-making processes.

Two decades after the war, the reality is that these conditions attributed to the causes of the war persist. It is from these peace and security, as well as governance deficits described,

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<sup>1</sup> Charles Taylor warned in a BBC radio interview in 1990 that Sierra Leone would “taste the bitterness of war” because of the country’s membership and backing of the West African Intervention Force (ECOMOG) that was attacking his bases in Liberia (Accessed 12/05/2024).

<sup>2</sup> Abdullah I (1997). “Bush Path to Destruction: The Origin and Character of the Revolutionary United Front (RUF/SL)” *African Development* 22 (3/4) 45-75. Special Issue: Lumpen Culture and Political Violence: The Sierra Leone Civil War (Accessed 12/05/2024).

<sup>3</sup> Sierra Leone: Does Reconciliation Heal the Wounds of War? [https://poverty-action.org/sites/default/files/publications/Sierra%20Leone%20Reconciliation\\_Policy%20Memo\\_IPA.pdf](https://poverty-action.org/sites/default/files/publications/Sierra%20Leone%20Reconciliation_Policy%20Memo_IPA.pdf) (Accessed 12/05/2024).



amidst the historic-political grievance that justifies the development of mechanisms such as infrastructure for peace with the legal mandate to contribute to addressing current and emerging threats to peace and social cohesion in the country.

Over the years, various Governments, international partners and civil society have invested significant efforts and resources in the reformation of governance institutions in the promotion of the principles of democratic governance. In other words, the initiative was derived out of a series of consultations and dialogue sessions focused on the development of mechanisms that would lead to the promotion of cooperative problem-solving and institutionalising a responsive mechanism to conflict, political disputes and other issues affecting the welfare of citizens.

In 2018, the Government of Sierra Leone announced a Presidential Initiative and commissioned a Committee that was mandated to expand the national conversation on infrastructure for peace. The committee's report – referred to as a Green Paper – had recommendations to consider an Independent Commission for Peace and National Cohesion to be established by an Act of Parliament. Given this, a Government White Paper was produced from which the Act setting up the Commission was drawn in 2020.

The Independent Commission for Peace and National Cohesion (ICPNC) Act 2020, highlights three broad areas of conflict prevention, conflict management and public education. It confers on the Commission the power to take measures to prevent, manage, and resolve conflicts; to build, promote, and maintain sustainable peace in Sierra Leone; and to provide for other related matters. Also, the Commission is expected to adopt recommendations from the Truth and Reconciliation Commission (TRC) Report (2004) and the Constitutional Review Committee (CRC) Report (2017). The Commission is viewed as a reflection of the broader regional and continental mandate to domesticate early warning and response architecture in Sierra Leone.



Since its establishment, the Commission have been receiving technical assistance and ICT equipment from the AU Department of Political Affairs Peace and Security in the establishment of its Situation Room. This was done through the support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) APSA-AGA project, also known as GIZ-AU peace security and governance (GIZ-AUPSG) project. The setting up of the Situation Room in ICPNC contributes to enhancing its peace infrastructure, and it also aligns with the ICPNC's current Strategy for the Promotion of Peace and National Cohesion in Sierra Leone (2022-2024). To further actualise the ICPNC mandate as an institution, there is a need to strengthen its overall coordination capacity and sustainable operational approach that includes relevant state and non-state actors towards functional dispute resolution mechanisms for peace, development and human security in Sierra Leone.

It is in line with this understanding that informed the integration of an Organisational Development Assessment (ODA) support to ICPNC within a broader project jointly developed and implemented by WANEP and the African Union Commission (AU D-PAPS). This initiative which is supported by the GIZ-AUPSG Program reflects AU's pivotal focus to facilitate effective conflict prevention infrastructures in member states as exemplified in its Protocols and APSA. It also represents WANEP's commitment to strengthening National Peace Infrastructures in line with its ongoing five-year strategic plan (2021-2025).

## **2. Purpose and Focus of the Organizational Development**

The ODA leverages the support provided through the GIZ WANEP grant project, to strengthen ICPNC functional structures and skills for conflict prevention and management. Specifically, it will facilitate institutional development that strengthens innovation, learning and improvement of ICPNC structures and systems to realise its strategic objectives in Sierra Leone.



### 3. Scope of Work

The ODA shall comprise the engagement of a blend an international and a local consultant with cross-cutting experience in institutional development as well as an understanding of peace infrastructures. Incorporating a blend of local and international consultants in the ODA offers a distinct advantages that cater to the diverse needs of ICPNC. Local consultant bring an invaluable understanding of the contextual nuances, socio-political landscape, and country-specific dynamics that profoundly influence organizational operations. Familiarity with the local context enables the local consultant to navigate intricate relationships, norms, and challenges unique to the Sierra Leone, thereby providing insightful perspectives that resonate deeply with stakeholders in the coutry; while the international consultant provide a rich global insights and innovative strategies, offering fresh perspectives and challenging conventional thinking. It will also involve the participation of the ICPNC. The assessment and report shall be completed and submitted in three stages which include the first review in a joint virtual meeting with ICPNC, AU D-PAPS, GIZ-AUPSG and WANEP, while the second review and validation will be embedded in a workshop that will focus on “Accountability, Learning and Planning” with the Management and Board of ICPNC and the project partners on or before October 2024. The last stage will be the final review and submission of the report to the project partners. The consultants shall work during specific strategic periods during which they will be required to meet all parts of the organisation to ensure effective participation and ownership of the ODA report by ICPNC. The process will involve meeting with Management, Board members, Heads of Departments of ICPNC and other key partners that may be identified by ICPNC.



#### **4. The consultant(s) shall:**

- a) Work closely with ICPNC and WANEP focal persons to develop the methodology and instrument(s) that will be agreed on for the assessment.
- b) Do a desk study and analyse all related documents that would be provided by ICPNC to inform strategic appraisal of the institution's administrative and program direction for the development of peace infrastructure in Sierra Leone
- c) Meet with ICPNC strategic partners as will be provided. This could be virtual or physical meetings as the case may require.
- d) Meet with ICPNC staff and facilitate a critical analysis process to identify key programmatic/thematic areas to be captured in the assessment report.
- e) Meet with any other stakeholders as may be identified by ICPNC to validate identified themes.
- f) Produce and submit to ICPNC and project partners, a quality draft ODA document which reflects the administrative and program outlook for a national peace infrastructure in Sierra Leone for initial review. It will also include structures and gaps to be addressed by ICPNC.
- g) Present the report for second review and validation by the Management and Board of ICPNC during a scheduled "Accountability, Learning and Planning Workshop" incorporating comments and feedback from the workshop and submit the final version in soft copies to ICPNC and the project team on or before October 2024.

#### **5. Qualification/Experience:**

The task delivery will require a good blend of research and organisational development knowledge and skills expert. The selected consultants (Local and International) would therefore be an expert in the following:

1. Knowledge of organisation design;
2. Organisation research and system dynamics;
3. OD history, theories and models for change;



4. Skills to analyse and diagnose systems;
5. Ability to design and choose interventions that can facilitate OD processes;
6. Master's degree in organisational psychology, organisational development, or business administration preferred. A Doctorate would be an added advantage.
7. A minimum of 5 years' experience as an organisational development specialist; and experience in peacebuilding or a related sector would be an added advantage for the Lead Consultant while the local consultant will require a minimum of two years experience with in-depth understanding of the Sierra Leone socio-political context.
8. Extensive knowledge and skills in capacity-building development and strategies.

**6. The Project team in partnership with ICPNC shall:**

- a) Publicise, shortlist and identify the qualified consultant.
- b) Provide relevant documents that may enhance the quality of the assessment and report.
- c) Facilitate meetings between the ICPNC, relevant management staff, board members, heads of department and any other key stakeholder as agreed with ICPNCs where necessary.
- d) Pay fees to the consultant on agreed terms and time.

**7. Expected Outputs:**

At the end of the assignment, the lead consultant (International) is expected to:

1. Lead the presentation of the first draft for review by ICPNC and project partners during the first virtual based meeting on the agreed date and time.
2. Co-facilitate sessions as agreed with project partners and ICPNC during the "Accountability, Learning and Planning Workshop" to finalise the report through additional information from ICPNC Management and Board.
3. Deliver a PowerPoint presentation during the first virtual meeting and the in-person workshop outlining all the sections of the assessment report, including objectives, gaps, key actions and outcomes.





Present finalised soft copies of the ODA report in Word and PDF format to ICPNC and project partners

7b. The local Consultant is expected to:

1. Assist the Lead Consultant in the field assessment and collation of relevant data related to ICPNC and the ODA
2. Support the Lead Consultant in the preparation of the first draft of the ODA report for review by ICPNC and project partners during the first virtual based meeting on agreed date and time
3. Support the Lead Consultant in the preparation of the final soft copies of the ODA report in Word and PDF format to ICPNC and project partners

## **8. Key Working Relationships**

The lead and local consultant would work in close consultations and collaboration with the following.

- AU D-PAPS focal persons
- GIZ-AUPSG focal persons
- WANEP focal persons
- ICPNC focal persons
- Any other individual or organisation may be officially directed by ICPNC.



**9. Timeframe/Period of Performance**

ACTIVITY	DATE	FACILITATOR/S
Engagement of Consultant (s)	June 2024	AU D-PAPS, GIZ-AUPSG, WANEP and ICPNC
Desk study, field engagements analysis by consultant(s)	June/July 2024	Consultant(s), ICPNC
First virtual review meeting on draft report	July/August 2024	Consultant(s), ICPNC, AU D-PAPS, GIZ-AUPSG, WANEP
Presentation of second draft for validation at the “Accountability, Learning and Planning Workshop”	August/September 2024	Lead Consultant, ICPNC, AU D-PAPS, GIZ-AUPSG, WANEP
Final ODA report submission by consultant	September/October 2024	Consultant(s)

**10. Considerations and Understanding**

**A).** ICPNC will ensure that the Lead and Local Consultant leverages its board, Management and meetings to validate and update its findings before the final submission of the report.

**B).** The project team through WANEP shall pay a total sum of Twenty-Five thousand Euros (€25,000) to the Lead Consultant payable in three instalments of 50% (representing €12,500) at the signing of the contract, 30% (representing €7,500) following the presentation of the second draft for validation at the “Accountability, Learning and Planning Workshop” in Sierra Leone, while the balance of 20% (representing €5,000) will be paid upon submission of the final validated document

c). The project team shall through WANEP pay a total of Five Thousand Euros (€5,000) to the local consultant payable in two instalments of 50% (representing €2,500) at the signing of the contract and the balance of 50% (representing €2,500) will be paid upon submission of the final validated document

d). It is understood that the project team through WANEP shall defray the cost of travel including accommodation, per diem (by GIZ and WANEP policy) and other logistics thereof relating to the assignment by the Lead Consultant.



e). It is understood that the content of all materials provided by ICPNC and used for this assignment must be kept confidential and cannot be used by the consultant for purposes other than for which it has been provided.

11. **Application:**

Interested expert(s) should submit the following document to WANEP ([wanep@wanep.org](mailto:wanep@wanep.org)) copying Ifeanyi Okechukwu([iokechukwu@wanep.org](mailto:iokechukwu@wanep.org)), and Henryson Jusu ([jusuhenryson@gmail.com](mailto:jusuhenryson@gmail.com)) before June 17, 2024:

11a. An inception report demonstrating the technical and operational capacity to carry out the assignment within the given timeframe

11b. A curriculum vitae.

11c. A sample of an ODA assessment report conducted in the past three years.