

DRAFT TERMS OF REFERENCE

Study on the Interlinkages between the Development, Peace and Security, Human Rights and Humanitarian Pillars in Southern Africa¹

I. Background and context

I.1 State, causes and impacts of conflicts in Southern Africa

1. Over the past two decades, inter-state armed and violent conflicts have significantly diminished in Southern Africa. Civil wars in Angola and Mozambique have stopped. While there are still areas in the continent like the Mano River Region, the Great Lakes Region, the Horn of Africa, and the Sahel/Maghreb Region where conflicts persist Southern Africa has been probably the most stable sub region on the continent. However, the region is not immune to challenges to peace and security, armed conflict, political crises, democracy and governance deficits are still issues in Southern Africa.
2. In the 2019 Africa Governance Report, the African Union identified seven causes of conflicts and instability: (1) Poverty and inequality; (2) Disruptive transitions, for example, from autocratic to democratic rule and vice versa; (3) Lack of democracy or democratic accountability; (4) Population pressure, social and economic exclusion; (5) Protracted violence, particular large-scale ones that are prone to relapse; (6) Spill-over effects from neighbouring countries; and (7) Poor political and natural resource governance. In southern Africa, in the recent past, there have been isolated armed conflicts in Angola and Mozambique, serious governance issues in Madagascar and Zimbabwe and xenophobia in South Africa, but it is the lack of development and governance deficits which are the could be the major sources of instability in the region.
3. In Mozambique, rebels took up arms in 2012 and threatened a resurgence of civil war, however, the lack of military capacity and external support the threat was quickly put down, the incidents disrupted transport routes, the economy and security. The security situation in Mozambique is still precarious, from November 2017 violent extremists have carried out brutal attacks on villagers in the Cabo Delgado province, with some of them claiming to be radical Islamists. In 2016, armed insurgent launched a series of attacks in Angola, attacking government troops in the country's oil-rich Cabinda province and disrupted extractive activities. While this low-level insurgency has since died down due to the Angolan government tight security in Cabinda, it is an indication that ever-present risk of an open armed conflict to rear its ugly head in the country and the region as a whole. Issues of governance and electoral stalemates have resulted in some the formation of transitional government in Zimbabwe (2008), Madagascar (2009) and Lesotho (2017). Governance deficits, political conflict and electoral violence even affect the consolidated democracy of South Africa, as well as otherwise peaceful states like Zambia and Malawi.

I.2 The development imperative

4. The Southern African region is considered one of the richest and most peaceful regions in Africa, however, inequality threatens to destabilise the region, giving rise to challenges such

¹ The sub region covers 11 countries: Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Mauritius, Namibia, South Africa, Zambia and Zimbabwe. All are members of the Southern African Development Community (SADC) while five of these countries (Eswatini, Malawi, Mauritius Zambia and Zimbabwe) also belong to the Common Market for Eastern and Southern Africa (COMESA)

as corruption, crime, abject poverty and exclusion of youth, women and minorities. If these issues are left unaddressed they could trigger conflicts that will derail both the Agenda 2030 for Sustainable Development and the Africa Union Agenda 2063. The principles of “inclusiveness” and “leaving no one behind” will be difficult to achieve in the environment in which peace and security are not guaranteed. Sustainable Development Goal 16 on peaceful and inclusive societies embodies this principle in a fundamental way. Most of the Sustainable Development Goals (SDGs) and Agenda 2063 goals are also relevant to conflict prevention peace and security making peace and security both a driver and outcome of the SDGs and the AU Agenda 2063 goals.

5. The average real GDP growth in the Southern African region is forecast to contract by 4.5 percent in 2020 according to Member States and the World Economic Outlook, this is a downward revision from the forecast made in October 2019 of a growth of 1.6 percent. The hardest hit economies are Zimbabwe (-7.4 percent), Mauritius (-6.8 percent), South Africa (-5.8 percent) Botswana (-5.4 percent) and Lesotho (-5.2 percent). The fall in commodity prices could be the main contributor to the contraction of the economies since they are anchored on primary sectors namely agriculture and mining. The contraction of the economies will also affect the living standards in the region which have been deteriorating for a period. In 2020 the real GDP per capita will on average deteriorate by 6.3 percent compared to a deterioration of 1.8 percent in 2019. The living standards within the region as measured by per capita GDP vary amongst the Member States, the most affected countries in the region are Zimbabwe (-9.1 percent), Botswana (-7.1 percent), South Africa (-7.2 percent), Mauritius (-6.8 percent), Zambia (-6.4 percent) and Lesotho (-5.8 percent).²
6. Despite the region experiencing an average growth rate of 5.5 percent per annum between 2000 and 2016,³ the unemployment rate during the same period was estimated at an average of 17.9 % per year.⁴ This is evidence that economic growth in the region has not been inclusive growth and has failed to reduce both poverty and inequality. The youth are the most affected with unemployment rate for adults and youth estimated at an average of 10.1 percent and 26.4 percent per year, respectively. The unemployment also has a feminine lens in that the unemployment rate for males and females was estimated at an average of 27.6 percent and 34.4 percent per year, respectively. This trend has been observed in the resource-based economies such as, Angola, Botswana, Namibia, and South Africa, Zambia and Zimbabwe and the agricultural-based economies such as Malawi, Madagascar, Lesotho and Mozambique. Over the years, economic exclusion and lack of opportunities have forced young people to migrate in search of opportunities, resulting in civil unrest from which they have emerged as refugees. Conflict and forced displacement impact young people during what is a transformative time in their cognitive and physiological development.

I.3 The African Union response

7. The realisation of the aspirations of the African people encapsulated in the Pan African Vision of the Agenda 2063 of an integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena can only be possible in an environment of good governance, peace and security. Through its many institutions like the regional economic communities (RECs), the African Union plays a major role in conflict management

² ECA based on data from Member States and IMF WEO April 2020

³ World Bank. (2018). World Development Indicators, World Bank, Washington, USA.

⁴ International Labour Organisation. (2018). ILO modelled estimates, November 2018, International Labour Organisation, Genève, Switzerland.

and democratisation on the continent. The African Governance Report of 2019 recognises that for sound conflict management and peace building, the continent requires strengthening state institutions and their capacity based on the principles of good governance.

8. At the sub-regional level, the Southern African Development Community (SADC) has demonstrated the zeal to resolve conflict in the region through various approaches. It has responded to conflicts in Angola, Madagascar, Lesotho, and Zimbabwe and to some extent, in Mozambique. Despite SADC being founded based on economic and development cooperation, it has adopted structures and institutional mechanisms for security cooperation to address peace and security issues. The Summit, the Organ for Politics, Defence and Security (OPDS), Troika⁵ and various ministerial committees are key institutions for conflict transformation in the region.
9. The Common Market for Eastern and Southern Africa (COMESA) in recognised that regional economic integration can only be achieved when peace and security is guaranteed and at the third summit of the COMESA Authority in 1999 established the Governance Peace and Security (GPS) Programme. The Programme derives its mandate from Article 3(d) of the COMESA Treaty and functions with a through a three-tier decision making structure comprising the Committee on Peace and Security, the Ministers of Foreign Affairs and the Authority. The COMESA Authority of Heads of State and Government mandated the Ministers of Foreign Affairs to meet at least once a year to discuss modalities for addressing issues of peace and security in the region. COMESA's GPS focuses on the interlinked areas of capacity for governance, conflict prevention, conflict management, security and peace building interventions.

I.4 The interlinkages between development, peace and security, human rights and humanitarian pillars

10. The interlinkages between development, peace security and human right are becoming more and more evident in recent years. Development cannot happen when there is no peace, and without development peace is precarious and the respect for human rights in times of conflict is never threatened. As of the end of 2019 there were 79.5 million displaced people and with Southern Africa having 970,489 mostly in Zimbabwe (291,583), South Africa (277,581) and Mozambique (206,207). From 2008 until 2012, South Africa received the largest number of new asylum applications worldwide, registering 800,000 new asylum claims, mostly from Zimbabweans.⁶ Since 2015, active conflicts are becoming more internationalized, lasting longer, being more violent and more difficult to solve in the process generating a higher volume of humanitarian appeals that are increasingly underfunded. This calls for improved collaboration between humanitarian and development actors and a "New Way of Working" to reduce needs, risk, and vulnerability.
11. The nexus of human rights and peace and security is important. To be able to find durable solutions to conflicts human rights must be guaranteed, and in order to safeguard human rights, violent conflicts must be kept at bay. Contemporary human rights research and policy-making are concerned with a wide spectrum of programmes focusing on civil and political as well as economic, social and cultural rights and also with a number of principles that can influence all

⁵ The Troika of OPDS consists of a Chairperson, Incoming Chairperson and Outgoing Chairperson, and reports to the SADC Summit Chairperson.

⁶ <https://www.unhcr.org/news/press/2020/6/5ee9db2e4/1-cent-humanity-displaced-unhcr-global-trends-report.html>

programmes regardless of their goals. Contemporary peace and security research and policy-making is likewise a wider endeavour focusing on all different phases of the conflict circle including submerged tensions, rising tensions, violent conflict and post-conflict situations. The creation of structural stability is an overarching question for peace and security in order to avoid getting into or going back to violent conflict. If one takes the wider view on both areas, it becomes even clearer that human rights-promoting policies and peace-building policies go hand in hand towards sustaining peace. To focus on one set of policies without the other is at best ineffective and at worst counterproductive. Both fields focus on empowerment, equality, participation and inclusion and reinforce each other and development. This appears to be a solid base on which to further build co-operation

12. In the dual resolutions passed by the General Assembly and Security Council in April 2016 (Resolutions 70/262 and 2282), “sustaining peace” is understood as a goal and a process to build a common vision of a society, ensuring that the needs of all segments of the population are taken into account. The resolutions recognize the importance of coherence and complementarity between the UN’s peace and security efforts and its development, human rights, and humanitarian work. They recognize that international support has a better chance of creating the conditions for sustaining peace if it simultaneously addresses the humanitarian, development, human rights, and security needs of aggrieved communities. The rationale is that conflict-affected populations do not experience these needs in a sequential or compartmentalized manner- development can contribute to peace, and development efforts can reduce risk, vulnerabilities and drivers of humanitarian need. In countries like the Democratic Republic of the Congo and South Sudan, both types of actors have been present and active for many years. Although their mandates and approaches remain distinct, it is clear that strengthened development and peace will address vulnerabilities and risks, which continue to drive humanitarian need. Given the circumstances in which humanitarian actors work today, particularly in protracted crises, humanitarian, development and peacebuilding actors need to collaborate more effectively to address risk, vulnerability and need.
13. Since the World Humanitarian Summit in 2016, there has been an increased emphasis on peace as the third component of the so-called triple nexus. UN Secretary-General António Guterres has placed sustainable peace at the top of his agenda, and is rolling out his vision for a UN capable of preventing conflict and integrating development, human rights, and peace and security approaches. In his 2020 report to the UN Economic and Social Council on the Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR), the Secretary General presented the ongoing work across the pillars to achieve the 2030 Agenda in crises or emergency settings. He highlighted the steps taken within this QCPR cycle to strengthen coordination across pillars and ensure United Nations Country Teams (UNCTs) can draw on assets from all UN pillars to service the 2030 Agenda. The first critical step was the strengthening of the United Nations Development System (UNDS) itself and the repositioning of sustainable development at the heart of the organization. It follows that implementing the SDGs universally is the most effective strategy to mitigate risks, prevent crises and build resilience. At the same time, preventing crisis and accelerating transitions back into sustainable development will be essential if we are to leave no one behind on our road to 2030.
14. Furthermore, the United Nations Secretary General and the African Union Commission Chairperson have made a commitment to work together towards the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, in recognition of the nexus between peace and security, human rights and development. The two principals have signed

the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (the Peace and Security Framework) and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development (the Development Framework.) They are expected to sign the Joint Human Rights Framework soon. Additionally, there exists an MOU between the UN and the AU on Humanitarian Action.

I.5 Collaborative and complementary approach to harnessing the interlinkages

15. The World Bank's Pathways to Peace of 2018 among other objectives, seeks to stimulate new thinking about the relationship of development, peace, and security—a relationship that takes concrete form in inclusive approaches to preventing conflict. In this regard, it underscores that a coherent strategy that can be sustained over time demands levels of complementary and joined-up planning and implementation that are often challenging to development, security, humanitarian, and political actors. Each has comparative advantages at different stages of risk but sustained, inclusive, and targeted prevention requires that they coordinate more effectively. A question of concern raised by the Swedish International Development Agency (SIDA), is how to integrate into one coherent approach different tools and forms of action so that they reinforce each other rather than operate independently or against each other, and how to simultaneously pursue peace, security, human rights and developmental objectives within one coherent and efficient policy approach. Informed by its research findings, the Agency recommended among other measures, training and communication between the different fields of expertise.
16. In 2018, the International Peace Institute recommended an in-depth analysis both of the conflict at hand and of the humanitarian programme to be put in place. The Institute considers the “Do No Harm Framework”, and the “Peace and Conflict Impact Assessment” for example, as tools that can be used to conduct conflict analysis, project planning, and impact assessment. The “Do No Harm Framework” suggests acquiring a good understanding of the dividers and connectors that exist within a conflict-affected society to be able to assess the impact a programme will have- whether it will contribute to existing tensions, or reinforce local capacities for peace. Principled humanitarian action is not itself a peacebuilding activity, but a conflict-sensitive approach to humanitarian engagement can contribute to doing no harm.

II. Justification

17. Against the foregoing, the NEPAD Section of the Regional Integration and Trade Division of the United Nations Economic Commission for Africa seeks to commission studies on the interlinkages between the development, peace and security, human rights and humanitarian pillars in the five sub regions of Africa. The studies will complement activities of the OSAA-led project on the interlinkages, which include: 1) a regional study; (2) two capacity building workshops; (3) preparation of a training manual; and (4) launch of the project outputs. The study reports will among other things, bring out sub regional specificities and help to strengthen the regional level study. This is in line with the findings of the UN Office for Internal Oversight Services (OIOS) evaluation of Programme 9 on support to NEPAD, which proffered key recommendations, including the need for strengthened coherence in the implementation of the Programme's three sub programmes, led respectively, by the UN Office of the Special Adviser on Africa (OSAA), ECA (through the NEPAD Section) and the Department of Global Communications (DGC).

18. The studies are being conducted in the context of a key function of sub programme 2 entailing the conduct of policy research and analysis on key African Union priorities, and technical assistance and advisory services within the framework of Agenda 2063 and the 2030 Agenda, taking into account the United Nations-African Union cooperation frameworks and the African Union strategic priorities. They will contribute to the objective of accelerating the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through enhanced capacity of African Union organs and agencies at the regional and sub regional levels, in particular the African Union Commission, the African Union Development Agency-NEPAD and the Regional Economic Communities (RECs). Subsequent work will pertain to mainstreaming the development, peace and security, human rights and humanitarian pillars into policies and strategies related to the two Agendas.
19. Given the economic, social, peace and security and humanitarian implications of COVID-19, the UN Secretary General called for an immediate global ceasefire on 23 March. He urged all warring parties to silence the guns in order to help create conditions for the delivery of aid, open up space for diplomacy and bring hope to places among the most vulnerable to the pandemic.⁷ In this regard, the studies will examine its impact on the interlinkages and the integrated implementation of interventions across the four pillars in Africa. This will take into account the UN framework for the socio-economic response to COVID-19, the health response led by the World Health Organization (WHO) and the COVID-19 Global Humanitarian Response Plan led by UNOCHA.
20. The studies will be conducted in partnership, and collaboration with OSAA, DGC, ECA Divisions and Sub Regional Offices (ECA-SROs), the ECA African Institute for Economic Development and Planning (IDEP), Regional Economic Communities (RECs) the United Nations Office to the African Union (UNOAU), Office of the High Commissioner for Human Rights (OHCHR) and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), Relevant African Union Commission (AUC) Departments, AUDA-NEPAD and APRM will also be involved in the studies.

III. Objectives of the consultancy assignment and description of tasks

III.1 Objectives of the consultancy assignment

21. The objectives of the consultancy assignment are twofold:
 - (a) The first is to produce a robust study report on the interlinkages between the development, peace and security, human rights and humanitarian pillars for the Southern Africa sub region aimed at promoting synergistic and complementary and joined-up implementation of interventions addressing peace and security, human rights, humanitarian and development situations in the sub region, to contribute to effective and lasting solutions to conflict in the sub region. Gender and youth issues shall be mainstreamed in the study report.
22. Specifically, the standalone study report shall examine, analyse and present:
 - i. An analytical framework to guide the analysis and presentation of the issues relevant to the objective of the study;

⁷ <https://www.un.org/sg/en/content/sg/statement/2020-04-09/secretary-generals-remarks-the-security-council-the-covid-19-pandemic-delivered>

- ii. The key issues, challenges and opportunities, modalities and tools for harnessing the interlinkages, and action-oriented recommendations for advancing collaboration and integrated implementation;
 - iii. The specificities of the sub region as they relate to the four pillars and their interlinkages;
 - iv. Transboundary issues, interfaces and interlinkages with the other four sub regions as applicable, in order to contribute to informing regional level perspectives and response;
 - v. Key capacity development issues, particularly as they pertain to mainstreaming the interlinkages into policies and strategies, including those related to Agenda 2063 and the 2030 Agenda for Sustainable Development;
 - vi. The impact of COVID-19 on the interlinkages and the complementary implementation of interventions across the four pillars; and
 - vii. Robust action-oriented recommendations that adequately address the study objectives.
- (b) The second objective is to provide substantive support to the organization and servicing of the meeting for the validation of the study report.

23. The report is primarily targeted at the two African Union recognized Regional Economic Communities (RECs) in the Southern Africa sub regions of Africa, namely; Common Market for Eastern and Southern Africa (COMESA) and Southern African Development Community (SADC). The study will be conducted in close consultation with these two RECs and the secondary beneficiaries of the study are the AUC, AUDA-NEPAD and APRM will benefit from the study findings.

III.2 Description of tasks

24. The execution of the assignment will be informed by primary data and information obtained through a questionnaire survey, and secondary data and information obtained mainly from desk reviews of relevant documents, including, but not limited to those pertaining to the development, peace and security, human rights and humanitarian pillars and their interlinkages, global, regional and sub regional development frameworks and priorities, including Agenda 2063 and the 2030 Agenda for Sustainable Development, the UN-AU Peace and Security Framework, the AU-UN Development Framework, the UN-AU Human Rights Framework, the MOU between the UN and AUC on Humanitarian Action, the guiding and operational frameworks and mechanisms related to the pillars and COVID-19 reports and publications relevant to the assignment. In this context, the specific tasks to be undertaken by the consultant include but are not limited to the following:
- (a) Prepare an inception report detailing among other things, the work to be undertaken, the conceptual framework, the methodology, work plan and annotated outline of the report;
 - (b) Submit the inception report to ECA, partners and collaborations for review and finalize the report based on the comments and inputs provided by the said stakeholders;
 - (c) Prepare and administer a questionnaire survey to stakeholders identified by ECA, partners and collaborators, and undertake a desk review to collect data and information relevant to the assignment, and carry out other necessary consultations as required;

- (d) Regularly liaise with the consultants preparing the study reports for the other four sub regions and the regional (Africa) report commissioned by OSAA to discuss methodologies and approaches to the study, address interfaces and transboundary issues;
- (e) Review and analyze issues relevant to the development, peace and security, human rights and humanitarian pillars and their interlinkages considering the objectives of the present consultancy assignment. This analysis should include gender and youth issues;
- (f) Informed by the study findings, advance appropriate and robust action-oriented recommendations on all elements of the study objectives;
- (g) Prepare and submit for review by ECA, partners and collaborators, a robust, analytical and well-informed study report on the interlinkages between the development, peace and security, human rights and development pillars that meets the above-stated objectives;
- (h) Provide substantive support in the organization of a meeting to validate the study report;
- (i) Finalize the study report based on comments and inputs provided at the workshop, as well as subsequent comments that may be provided by ECA, partners and collaborators.

IV. Duration of the assignment and time lines

25. The assignment shall require eight work weeks spread over a period of 14 weeks, commencing second week of July 2020. The assignment shall be executed in accordance with the following schedule:

Time frame	Activity
2 days after signing of the contract	ECA organizes an inception meeting with all sub regional consultants
1 week after signing of the contract	Consultant submits to ECA an inception report detailing the conceptualization of the assignment that strongly demonstrates a clear understanding and interpretation of the objectives and tasks; and includes a conceptual framework; the methodology, including data and information collection and analysis, and an annotated outline of the report and a work plan.
2 weeks after signing of the contract	Consultant submits the final inception report based on the comments and inputs provided by ECA, partners and collaborators, and the draft questionnaire for the survey.
2.5 weeks after signing of the contract	Consultant submits the final questionnaire for the survey based on comments and inputs provided by ECA, partners and collaborators.
6 weeks after signing of the contract	Consultant submits to ECA the first draft study report.
Within one week of submitting the first draft report	Consultant presents the study report at a virtual meeting for validation.
10 weeks after signing of the contract	Consultant submits a final study report based on comments, inputs and recommendations provided at the virtual validation meeting as guided by ECA, partners and collaborators.

V. Deliverables

26. The main deliverables for the consultancy assignment are:

(a) A robust, analytical study report on the development, peace and security, human rights and humanitarian pillars and their interlinkages, that adequately respond to the objectives on the present assignment. The study report shall *inter-alia* contain:

- i. Executive summary highlighting the key findings and messages;
- ii. Introduction, including the analytical framework;
- iii. The state of development, peace and security, human rights and humanitarian action in the sub region, interfaces with other sub regions, transboundary issues and implications for regional responses;
- iv. Key issues pertaining to the synergistic and complementary implementation of interventions aimed at addressing peace and security, human rights, humanitarian and development situations in the sub region, taking into account gender and youth issues and the UN-AU Cooperation frameworks;
- v. Challenges, and opportunities for harnessing the interlinkages between the development, peace and security, human rights and humanitarian pillars, taking into account the COVID-19 pandemic;
- vi. Methodologies and tools for harnessing the interlinkages and promoting complementary implementation and approaches, and associated capacity building needs;
- vii. Mainstreaming the interlinkages into policies and strategies at regional, sub regional and national levels including those related to Agenda 2063 and the 2030 Agenda;
- viii. Conclusions, and robust, concrete action-oriented recommendations based on the findings of the study.

(b) Substantive support for the study report validation meeting.

- i. Substantive inputs to the concept note and programme of the study report validation meeting, and list of participants;
- ii. Power point presentation of the main findings of the study report;
- iii. Validation meeting report.

(c) Other key deliverables

- i. The Consultant shall provide ECA with the datasets (preferably in Excel format) used to generate the charts, graphs and other figures presented in the study report.
- ii. All the written outputs shall be prepared in English or French depending on the sub region. Except for the power point presentation, all outputs shall be prepared using single line spacing,

times new roman 12 font size, contain page numbering, list of acronyms, a table of contents, foot notes, references, relevant annexes and appendices.

- iii. All work submitted must be the original work of the consultant and contain proper citations and recognition of reference documents and data sources.

VI. Qualifications

27. The required qualifications are as follows:

- (a) **Education:** Advanced university degree (at least a Master's Degree, MBA or equivalent) in political science, economics, development economics/studies, sustainable development, peace and conflict studies, International relations, human rights, or related discipline is required.
- (b) **Experience:** A minimum of 10 years of progressively responsible experience at the national and/or international level in policy development, sustainable development, development work, and multilateral peace and security in Africa is required. Experience in the normative and/or operational work of the African Union and United Nations Development System in Africa is highly desirable.
- (c) **Language:** The consultant shall be fluent in written and spoken English or French, depending on the sub region. Good working knowledge of the other language depending on the sub region is desirable.
- (d) **Communication:** The consultant must possess excellent drafting abilities and have proven abilities to prepare reports in a clear, concise and compelling manner. He/she should be able to interact, in person, or virtually with senior officials including heads of AU organs and agencies, UN agencies, government ministries, the private sector and other stakeholders and individuals.
- (e) **Other skills:** The consultant shall have a good and demonstrable record for publishing in disciplines relevant to the assignment.

VII. Reporting

28. The consultant shall report to, and perform the assigned tasks under the direction of the Director, Regional Integration and Trade Division (RITD) and Office In Charge (OIC) SRO-SA of ECA. Overall supervision of Chief of NEPAD, RITD and day to day supervision of Fanwell Kenala Bokosi in close coordination with Nozipho Freya Simelane.

VIII. Remuneration

29. Subject to the acceptance of the deliverables by ECA, the consultant shall be paid a maximum of US\$ 15, 000 (Fifteen thousand United States Dollars), for the entire duration of the assignment in accordance with the following payment schedule:

- (a) Fifteen percent (US\$ 2,250) upon signing of the contract and submission and acceptance by ECA of the inception report and annotated outline of the report;

- (b) Twenty-five percent (US\$ 3,750) upon submission and acceptance by ECA of the draft study report;
 - (c) Twenty-five percent (US\$ 3,750) upon provision and acceptance by ECA of the required support for the organization of the validation meeting, presentation of the main findings of the study at the validation meeting and submission of the validation meeting report; and
 - (d) Thirty-five percent (US\$ 5250) upon submission and acceptance by ECA of the Final Study Report adequately addressing the comments and recommendations of the validation meeting and subsequent ones, in accordance with guidance provided by ECA and partners.
30. The remuneration of US\$ 15000 (Fifteen thousand United States Dollars, shall cover all of the consultant's fee and costs, excluding applicable expenses related to the validation meeting of the study report.

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