

Terms of Reference: Gender Capacity Strengthening (GCS) Programme

Aim	<i>Development of a capacity strengthening programme that will develop the knowledge and skills of staff from SCC alliance organizations on gender-sensitivity within conflict transformation/peacebuilding, with a particular focus on gender-transformative programming.</i>
Programme	Strengthening Civil Courage (2021-25)
Alliance organisations	ABAAD; Amnesty International Netherlands; DefendDefenders and PAX
Consultancy timeline	November – December 2021; with the possibility to continue into 2022

1. Background, rationale and purpose of the consultancy

About the Strengthening Civil Courage (SCC) alliance and our work

The SCC alliance is formed by: ABAAD, Amnesty International Netherlands, DefendDefenders and PAX. From 2021 to 2025, the alliance will be implementing a programme with the following key objectives: protect and strengthen civic space; pursue gender equality; support activists and youth leaders working on peace and human rights; and push for international regulation of external stress factors which facilitate/exacerbate violent conflict. Our alliance is named ‘Strengthening Civil Courage’ because we regard our support to the resilience of people and the ability of citizens and their communities to realize sustainable change on the ground, as the core of our work.

In the 12 countries where the SCC alliance programme will be implemented¹, there are enormous gaps in achieving social inclusion and gender equality. Women and youth, for example, are hardly represented in places of power. At the same time, we see women at the forefront of uprisings and involved in human rights and peace movements in these countries. Research clearly shows that when women, youth, and other traditionally marginalized groups are involved in broader peacebuilding processes, the probability for sustainable peace increases. In addition, the level of gender equality across a society more generally is an important indicator of sustainable peace.

Given the important role that social inclusion and gender equality play on all aspects of peace work and conflict transformation, the SCC alliance aims to ensure that its work is, at a minimum, gender-sensitive and where possible gender-transformative. We aim to do this through:

- Gender and age-sensitive analyses integrated in all programme phases
- Gender-sensitive PMEL systems to measure relevant outcomes
- Capacity development and joint learning for staff and partners on gender norms, roles and relationships

In addition to aiming to ensure gender and social inclusion are mainstreamed into all of our work, in 5 countries² the SCC alliance has a specific objective to pursue gender equality. An intended outcome of the programme in these countries is “*more equal gender roles and relationships and transformation of harmful gender norms*”. Key intervention strategies to achieve this specific objective include:

- Strengthen women’s participation and influence

¹ Burundi; DR Congo; Ethiopia; Iraq; Kenya; Lebanon; Palestine; Sahel; South Sudan; Sudan; Syria; Yemen.

² Ethiopia, Iraq, Lebanon, Palestine and South Sudan

- Address violent masculinities
- Support SGBV victims and their claims

About the SCC Gender Working Group

The SCC alliance has created a Gender Working Group (GWG), comprised of representatives from each of the SCC alliance member organizations, to support SCC alliance programme teams to develop and implement their work in line with the gender-related objectives described above. This support includes technical assistance to country teams (provided by gender advisers from ABAAD and PAX), and ensuring that the SCC programme has the appropriate policies, tools, and competencies in order to achieve its gender-related objectives.

Purpose of developing a Gender Capacity Strengthening programme

Although each of the SCC alliance organizations has considerable expertise in their domain of work, the knowledge and experience linked to gender-sensitivity and gender-transformative approaches vary greatly among different programme staff in our 4 organizations. The GWG has therefore identified the need to ensure that programme staff from all SCC alliance organizations have a common understanding about the role of gender and social inclusion in their work, and that they can strengthen the skills necessary to develop and implement gender-sensitive (and where appropriate, gender-transformative) programming.

The GWG, through PAX, is thus commissioning the development of a Gender Capacity Strengthening (GCS) Programme in order to develop the knowledge and skills of staff from SCC alliance organizations on gender-sensitivity within conflict transformation/peacebuilding, with a particular focus on gender-transformative programming.

2. Objectives of the Consultancy

The objective of the consultancy is to develop several modules (see Section 4 below) to help complete the Gender Capacity Strengthening (GCS) Programme proposed by the GWG. This is meant to be done by drawing on existing resources and materials where possible, and proposing and testing appropriate content and capacity strengthening formats to respond to the needs and objectives of the GCS Programme.

The resulting GCS Programme will be a combination of existing capacity building initiatives already being implemented with SCC alliance organizations, and additional training modules developed by the consultant.

Ideally, if budget and timing allow, the consultant will also implement and facilitate some of the training modules of the GCS Programme.

3. Phases of Work

The consultancy consists of 2 phases, with the possibility to add a 3rd phase upon agreement between the consultant and the client:

Phase 1: Review of needs and existing resources

- Objective: take stock of existing relevant materials and resources, and determine the needs/preferences/constraints/expectations with regards to the content and format of the GCS
- Deliverables:

- **Interviews** with GWG members (and possibly other SCC alliance programme staff) to better understand needs, preferences and limitations to further inform the content and format of the GCS Programme.
- **A desk review** of the existing tools and resources used by ABAAD, Amnesty NL, DefendDefenders and PAX to train their staff on gender-sensitivity/transformation and to develop and implement gender-sensitive and gender-transformative programs. This desk review should also include an overview of relevant materials and resources published by other organizations that would be relevant for the GCS Programme.
- **A short summary** of the relevant existing materials, tools, and resources that can be used and/or adapted for the GCS Programme
- **A short proposal** outlining the needs and constraints identified through the above-mentioned interviews, and initial ideas on the suggested format and content for each of the relevant modules (see Section 4 below) that responds to these needs and constraints. This proposal will be discussed with the GWG to provide feedback to the consultant before proceeding to Phase 2.

Phase 2: Module development and testing

- Objective: Develop the format and content for relevant modules of the GCS programme
- Deliverables:
 - **Draft format** (proposed learning plan/curriculum) **and content** (adapted tools such as PowerPoints, handouts, guides, etc.) for each of the modules outlined in Section 4 below, to be presented to the GWG for feedback
 - **Revised format and content** for each of the modules based on the edits and comments from GWG

[possible Phase 3: Roll out of GCS Programme and potential revision of modules]

- Objective: SCC Alliance staff begin to complete the GCS programme and achieve the learning objectives for each module
- Possible deliverables:
 - Facilitation of selected modules for SCC Alliance staff
 - Assessment of whether the content & format of the modules is fit for purpose, and discuss these findings and recommendations with the GWG
 - Revision and update the content and format of the modules as needed
 - Proposal for how best to adapt the GCS programme in order for it to be offered to in-country partners

4. Scope of the assignment

Target Audience	SCC Alliance programme staff (while keeping in mind the potential to further develop and roll out the GCS Programme to diverse in-country partners)
Minimum Requirements	<p>The GCS Programme should draw on existing resources (both from within the SCC alliance organizations, and materials from other organizations where appropriate), to adapt relevant tools, content, and approaches to fit the capacity strengthening needs and objectives. The programme does not aim to replicate existing resources but be complimentary to them.</p> <p>Given the current constraints linked to COVID-19, the GCS Programme will ideally be mainly provided through online/virtual platforms.</p>



	<p>The design and the GCS Programme should be participatory and inclusive, ensuring that tools, content, and approaches are relevant and adapted to the country contexts in which the SCC alliance is working.</p>
<p>Content</p>	<p>Below are the different elements we plan to propose as part of the full GCS Programme. The consultant is expected to propose the content and format for elements 2, 3, and 4 (highlighted in yellow). If the consultant has input on elements 1 and 5, that is certainly welcome, but not required.</p> <ol style="list-style-type: none"> 1. [Basic Gender training, currently being developed/updated by PAX, to be completed by all participants before participating in the other modules listed below. This half-day training module covers terminology and basic concepts linked to gender, intersectionality, and associated power dynamics; and an introduction to how these elements relate to and affect violent conflict, peace and security.] 2. Moving along the Gender Transformative spectrum <ul style="list-style-type: none"> o <u>Learning objectives:</u> <ul style="list-style-type: none"> o What are the different points on the spectrum (from gender-exploitative to gender-transformative), and how policies, institutions, social structures and norms affect where our strategies/programmes/activities fall along this spectrum o How to move our Peace and Security work along the spectrum towards being Gender Transformative (using examples of approaches and desired impacts, and key things to consider) 3. Intro to Gender Sensitive Conflict Analysis (GSCA) <ul style="list-style-type: none"> o <u>Learning objectives:</u> <ul style="list-style-type: none"> o Why is using a GSCA so important (including examples of how a GSCA can make Peace and Security work more effective and impactful) o Overview of different available tools (including PAX's GSCA toolkit) o Key questions and elements staff should take into consideration to ensure gender sensitivity regardless of which GSCA tool(s) they use 4. Optional thematic modules <i>(these are specialized sessions on a particular aspect of GPS. As opposed to the first 3 modules which are mandatory, SCC alliance staff can choose which of these thematic modules to complete, based on their programme objectives and context)</i> <ol style="list-style-type: none"> a) Gender, Peace, and Security: policies and advocacy <ul style="list-style-type: none"> o <u>Learning objectives:</u> <ul style="list-style-type: none"> o Overview of regional and international agreements linked to WPS and GPS, including a brief historical overview and current topics/questions being debated in national, regional, and international for a o NAP processes: what they are, and examples and lessons learned from different contexts o Regional and international advocacy on GPS: key actors, fora, and resources available b) SGBV/CRSV & Transitional justice (TJ) <ul style="list-style-type: none"> o <u>Learning objectives:</u> <ul style="list-style-type: none"> o Overview of conflict-related sexual violence (CRSV): definition and different examples of CRSV o Examples of past/existing TJ mechanisms that address CRSV



	<ul style="list-style-type: none"> ○ Survivor-centered approach: what it means and what are the main principles of survivor-centered work on CRSV ○ Existing services and specialized organisations: overview of other needs survivors may have and referring survivors to organizations that provide support in claim-making, psychosocial and medical care, etc. c) Masculinities and Engaging Men <ul style="list-style-type: none"> ○ <u>Learning objectives:</u> <ul style="list-style-type: none"> ○ Overview of concepts and terms: definitions and examples of (harmful) gender norms, masculinities, and what it means to engage men and boys in gender-transformative work ○ Masculinities and violent conflict: how the two relate, and why it's relevant for peace and security work ○ Differences and complementarities between the different approaches to working on masculinities, and engaging men and boys ○ Examples of successful initiatives on masculinities and/or engaging men & boys d) Meaningful women's participation and influence <ul style="list-style-type: none"> ○ <u>Learning objectives:</u> <ul style="list-style-type: none"> ○ Key concepts and theories linked to women's participation in peace processes ○ Brief historical overview of approaches to women's participation, and pitfalls/risks (e.g. tokenism, superficial consultation, parallel structures, cooptation) ○ Barriers to meaningful participation and influence and how to address them <p>5. <u>Joint learning opportunities</u></p> <ul style="list-style-type: none"> ○ Programme and partner staff connected to different country programmes are brought together in facilitated activities to share experiences, questions, and lessons learned on common GPS themes
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5. Qualifications

We are looking for a consultant / consultancy team with the following qualifications:

- Proven knowledge of Gender, Peace and Security work;
- Experience with different capacity strengthening methodologies and tools, including trainings, workshops, self-paced learning, online / virtual skills building, etc;
- Excellent writing and verbal communication skills in English;
- Consistently approaches work with energy and a positive, constructive attitude and demonstrates openness to change and ability to manage complexity;
- Excellent organizational and interpersonal skills.
- Working knowledge of Arabic is an advantage.

6. Application and Selection Process

To apply for the consultancy, please submit the following to Ilse Wermink, wermink@paxforpeace.nl:

1. Curriculum Vitae detailing relevant experience related to this assignment
2. A motivation letter (2 pages maximum), responding to the following questions



- Which online/virtual capacity strengthening methodologies / tools (e.g. self-paced courses; virtual seminars; approaches to online facilitation) do you have experience with?
 - What would you say are the most important elements to consider when developing a curriculum / learning plan?
 - Do you have any initial thoughts on how you would ensure that the format and content of the GCS Programme are fit for purpose?
3. Names and contact information of two professional references that can attest to your qualifications relevant to this assignment
4. Proposed timeline and budget including:
 - estimated number of days needed to complete phases 1 and 2 of the assignment
 - proposed timeline for the completion of the assignment based on consultant's availability between November 2021 and early 2022
 - total budget (consultant's daily rate and any other foreseeable expenses linked to the assignment)

Deadline for applications is: Monday 15 November 2021

For more information, contact Ilse Wermink, Policy Advisor on Gender, Peace and Security at wermink@paxforpeace.nl.