



Terms of Reference – OD consultant/facilitator

Background

PeaceNexus is a Swiss-based Foundation established in 2009 that provides a range of capacity building services with the objective of strengthening the effectiveness of organisations that play a role in building peace. In its work with civil society organisations working in conflict-affected contexts, PeaceNexus provides organisational development support to selected partners. The concrete results may be a new strategy, a new governance structure or strengthened financial systems and policies, but the ultimate goal is always to enable our partners have greater impact on the conflict drivers they are working on. In doing so, PeaceNexus uses an approach of process accompaniment, whereby PeaceNexus, the OD-partner and an external consultant work in a triangular relationship to support the OD-partner in its process of organisational change.

Partners Network is a global partnership of twenty-two independent, local organizations in Europe, the Americas, Africa and the Middle East that work to advance civil society, good governance, and a culture of change and conflict management worldwide.¹

Partners Network was selected by PeaceNexus' Board for organizational development support in September 2018. Its request focused on the shared interest of Network members in creating a stronger network and the recognized need to find a new way to collaborate and organize itself. PeaceNexus developed a proposed dialogue process through consultations, it was adopted by Network members with the following vision of success:

The Network develops a new vision for itself and reaches a written agreement on the functions it will perform and the form it will take, with clarity on how it will operate and be governed. This agreement comes as a result of a process that is supported by PeaceNexus but fully owned by all members, i.e. jointly designed and jointly implemented. All Network members are satisfied with the process and with the resulting agreement, committed to investing their time and resources on that basis.

Scope of the Assignment

The OD-consultant is expected to further shape and accompany the network development process, in line with the mutually agreed steps and principles laid out in the process proposal.

Specifically, the tasks of the consultant will include:

1. Conducting a survey to map the needs and interests of Network members

- a. Develop the survey methodology in collaboration with PeaceNexus, including:
 - i. The relative importance of the five identified key functions of the Network
 - ii. Exploring potential outcomes that the Network could deliver for each function (that cannot be achieved by members on their own), as elements to its mission and vision
 - iii. Mapping out the level of interest, needs and expertise available to contribute to these functions

¹ The **Partners** Network members are based in Albania, Argentina, Brazil, Bulgaria, Colombia, Ecuador, El Salvador, Georgia, Hungary, Iraq, Jordan, Kosovo, Lebanon, Mexico, Nigeria, Peru, Poland, Serbia, Senegal, Slovakia, Yemen, USA.

- b. Conduct the survey and follow up with Network members
- c. Analyse the data and summarize into a report

2. Conducting a review of potentially interesting organizing models

- a. Conduct a review of organizing models and governance structures that have been effectively used for networks. This review will include lessons learned from other networks, in this field (such as GPPAC), but it will also look at innovative forms of organizing outside the sphere of peacebuilding and NGOs (for instance in the sphere of business or social movements).
- b. Conduct a more thorough review of the different forms of organizing that are relevant for the specific functions the Network performs, ranging from formal to more informal mechanisms, and exploring various forms of online collaboration (e.g. different forms of communities of practice, networks of practice, knowledge hubs, advocacy platforms, crowd funding models, etc)
- c. This desk review is intended to contribute to the working groups' thinking (see step 3 below).

3. Establishing and supporting working groups– one per function

- a. Help establish the working groups, on the basis of the results of the survey, and develop their scope
- b. Support the working groups to:
 - i. Conduct an analysis of the context and trends for the next 5 to 10 years as it relates to that particular function of the Network. Example: for the fundraising working group, that would be an analysis of the current fundraising context and how it is expected to evolve in the future.
 - ii. Develop three potential scenarios for high, medium and low level of network collaboration on this function, unpacking expected outcomes and benefits as well as the practical and financial implications of each scenario.
 - iii. Possibly test some ideas through a pilot. For instance, the advocacy working group may organize a new type of event/advocacy initiative as a way of further exploring the appetite of the Network for joint action. This testing may be done also via an additional short survey on that particular function.
 - iv. Write a short report back on that function, sharing the insights gained on possible forms of collaboration. The report will also lay out several options on how this function could be taken forward and coordinated in the future (including options on the governance and business models).
 - v. Facilitate dialogue throughout the process across working groups and the rest of the Network to ensure that all members are kept abreast of and can contribute to the discussions.
- c. Based on the work done by the working groups, conduct an analysis and prepare recommendations for possible organizing models.

Facilitating dedicated sessions at the strategic retreat

- a. Support the working groups in developing presentations on their findings to the larger group.
- b. Co-develop the agenda for the retreat, in collaboration with PeaceNexus, the working groups and the hosts of the retreat – currently planned to take place in the Fall of 2019 in Washington DC.
- c. Present a summary of the work done and options on the table, outlining implications and contrasting them with the lessons learned and models reviewed in step 2.
- d. Facilitate a session in which the group jointly reflects on these functions.
- e. Facilitate a discussion and final vote on the form the collaboration will take for each function and the most appropriate overall coordination and governance for the Network.
- f. Facilitate or co-facilitate a session dedicated to the development of a road map to operationalize the decisions made.

Deliverables

- A survey methodology and final analysis of the survey results.
- A review on organizing models (estimated at 15-20 pages).
- Analysis and recommendations on a few recommended ways in which the Network could perform its key functions, including implications for its governance structure.

- A final report that brings together the results achieved through the process and provides lessons learnt and recommendations on follow-up as needed.

In addition, there will be monthly calls with PeaceNexus, to keep PeaceNexus abreast of progress and/or difficulties.

Duration and timeframe

The assignment will be completed in the period between March and November 2019 and it is expected that it will require about 30-40 days of work.

The consultant will provide a detailed work plan showing the assignment's important activities. The Consultant will work remotely and can be located anywhere in the world. S/he will be required to travel to the retreat scheduled for October 2019 in Washington DC. Additional travel is not planned but may be requested.

Required consultant(s) qualifications, skills and experience

This assignment can be conducted by one consultant or by a team of two consultants. It is also possible to outsource the review of the organisational models, but in this scenario the main consultant would remain responsible for ensuring the timely delivery of this review in order for it to feed into the workings groups thinking.

Experience and skills:

- At least five years consulting experience in NGO governance and restructuring
- Experience in working with networks
- High-level written and oral communications skills in English. Knowledge of French and Spanish is an asset.
- Proven evidence/documents of having undertaken similar assignments with positive results, as reported by clients;
- Excellent facilitation and analytical skills.

Submission package:

- Letter of motivation stating why the consultant is suitable for the work outlined, what qualifies him/her to do so, and how s/he would approach the assignment.
- Financial proposal comprising detailed quotation for the assignment, showing working days and expected fee/anticipated days.
- CV including relevant work experience and qualifications.
- Two references from organizations previously worked with on the similar tasks (name contact persons).

Contacts for submission and due date

- Interested consultants can request the full process proposal by contacting electronically PN trainee Jasmin Gut at Jasmin.Gut@peacenexus.org.
- They should then submit their electronic application to Ms Carole Frampton-de Tscharner, Organisational Development Lead and International Partnerships Manager, PeaceNexus Foundation. carole.frampton@peacenexus.org.
- The deadline for submission is February 15th 2019.