

Consultant sought for organisational development to support global mandate on 'Tackling Violence, Building Peace'

1. Background

Christian Aid Ireland (CAI) is an international development agency working with local partners in over 20 countries worldwide. Though the organisation has existed since 1945, CAI was established as a separate legal entity within the Christian Aid (CA) family in 2007. Its offices are located in Dublin and Belfast, with a combined staff of almost 40 people. The annual turnover is roughly EUR 9 million.

Since 2016, in recognition of its growing expertise as a development agency also addressing violence and seeking peace, CAI has been given a global lead mandate to coordinate the wider organisation's work on Tackling Violence and Building Peace (TVBP). This is the first time in CA's history that a key thematic area has been coordinated outside of London and is part of a new Global Partnership model currently being shaped for the entire CA family. Underpinning this global mandate, CAI has a vision of becoming a centre of excellence for programming and policy work on TVBP. Specific organisational challenges will need to be addressed in this process:

1. How can CAI lead on translating a global strategic vision with a significant change agenda into practice within CA? How can it best support programmes, local partners and staff to be more conflict sensitive and ultimately transform conflict into peace?
2. CAI is a relatively small part of the global family with limited ability to enforce change - how can it best engage, empower, facilitate, and connect TVBP to the disparate elements of the global network?
3. How can the CA family, under the lead of CAI, identify the added value it can bring to global peacebuilding efforts as a partnership based development organisation? How can it become the best it can in this work?

The PeaceNexus Foundation is supporting CAI to address those organisational challenges. As part of this support, CAI is seeking a consultant to help the organisation **create a shared understanding of the TVBP global leadership mandate and define clear priorities and roles for its operationalisation in line with available capacities.**

This process will build on significant past consultations and work. A new [TVBP strategy](#), launched in November 2016, outlines why CA needs to work on TVBP and how CAI will drive this work. The strategy was developed following a review of existing programmes and principally draws upon the reflections, priorities and vision of country programmes. Translating the ambition of the strategy into practice now presents a significant organisational challenge. CAI has a proposal to develop a programme framework for TVBP to help guide and improve the quality, conflict sensitivity and coherence of CA's international violence reduction and peace building programming. The present Terms of Reference are based on the conclusions from a participatory meeting held in Dublin in June 2017, facilitated by PeaceNexus, with CAI and CA senior leadership and representatives from key departments.

2. Purpose and Scope

The scope of this organisational development support is to help define roles and relevant ways to engage in CAI and the CA family in relation to the TVBP global agenda. The consultant will support CAI to do the following:

- Define the specific nature of its global mandate in relation to TVBP (as compared to its own organisational priorities), outlining the different types of engagement with the rest of the organisation, in particular CA, where global functions fundamental to carrying the TVBP agenda forward are located.
- With the senior leadership of CA, identify its part in the TVBP global agenda: contributing the perspective from the overall organisational agenda into the definition of global priorities for the TVBP agenda, under the lead of CAI, and identifying the right ways to engage and commit time and resources from CA staff with global responsibilities.
- Identify ways to engage regional and country level staff to support the TVBP agenda, including how to achieve a greater decentralisation of expertise and support capacities for country programmes.
- Identify lessons on how CAI fits into a wider change agenda in the organisation of more decentralised, globally networked ways of working and on what it means to be a 'Centre of Excellence'.
- Overall, setting clear and realistic priorities for the global TVBP agenda, through an inclusive process taking different perspectives from within the organisation to create a shared ownership and sense of responsibility towards the TVBP agenda, which will help CAI to effectively act as global lead.

3. Methods and Approach

The overall approach will be agreed with the successful consultant but it is expected to include:

- Preliminary review by consultant of all relevant internal documentation and past consultations, leading to the preparation of a brief inception report with recommendations on priorities and concrete options for the process and a proposed agenda for a senior leadership meeting (3rd November 2017, London).
- Facilitate a senior leadership meeting between CAI and CA (3rd November), with regional heads, to set clear priorities for the TVBP agenda over the next 2-3 years, along with a sequenced plan of implementation, and review roles and channels of involvement and communication.
- Assist in defining expectations on funding, communication and learning, policy and advocacy.
- Identify country programme support needs and a shared agenda of how to build the TVBP programme portfolio, and countries to prioritise under this ambition; and ways to develop conflict sensitivity capacity as applicable across different kinds of programming.
- Facilitate decision-making on the channels of engagement, in particular: how to build a proper space for keeping track of TVBP developments at senior leadership level; type of engagement from London-based staff with global responsibilities to support the TVBP agenda; ways for CAI to feed its experience as global lead into the global discussion of what it means to be a "Globally networked" organisation; and what type of cross-organisational working group on TVBP should be set up under the lead of CAI (being inclusive but also pragmatic on composition).
- Initial operationalisation of priorities and roles, with ongoing accompaniment by consultant (October-April); the hiring of additional technical expertise may be considered at that stage, depending on the priorities agreed and profile of the main consultant.

- After 6-12 months (towards May-June 2018): review meeting at senior leadership level, adaptation of priorities and plan where needed based on progress, challenges and lessons.

4. Timeline

Activity	Deadline
Initial meeting with Christian Aid Ireland and Skype briefing with PeaceNexus	Mid to late Sept, Dublin.
Preliminary review, brief inception report and meeting agenda	By mid to late October
Meeting with senior management of Christian Aid Ireland and Christian Aid	3 rd November, London.
Process defined and expectations clarified	By end November
Ongoing accompaniment	November to April 2018
Review meeting at senior leadership level	May/ June 2018

5. Consultancy Management

Karol Balfe, Head of Tackling Violence and Building Peace, Christian Aid Ireland (Dublin-based).

Reference group:

Rosamond Bennett, CEO, Christian Aid Ireland (Dublin/Belfast based)

Claire Devlin, Tackling Violence and Building Peace Adviser, Christian Aid Ireland (Dublin-based)

Ray Hasan, Head of Asia Middle East Division, Christian Aid (London-based)

Representative of the Change Team – Global Network, Christian Aid (London-based)

PeaceNexus will remain in close communication with CAI throughout the process and will participate in some exchanges with the consultant, as defined with CAI.

6. Budget

Consultancy fee for up to 30 days, plus travel.

5. Profile and application process

The consultant sought for this consultancy should demonstrate the following:

- Solid (5+ years) OD accompaniment expertise and experience with complex organisational change processes;
- Extensive (5+ years) experience working with large multi-mandate international NGOs;
- Experience supporting the integration or mainstreaming of thematic priorities across humanitarian and development programming (ideally on conflict sensitivity and peacebuilding; but possibly on other areas e.g. gender);
- Excellent facilitation and analytical skills.

The application should be submitted by the 8th September and sent to: Jana Foxe at Christian Aid Ireland jfoxe@christian-aid.org. It should comprise CV(s), a technical offer laying down the understanding of the mandate, past relevant experience and a proposed approach, and a financial offer. Applicants applying in teams should lay down clearly their past experience working together



Terms of Reference

25 August 2017

and proposed division of roles. The final selection will be based on interviews with short-listed candidates.