



Terms of Reference for consultancy assessing the needed capacities and governance structures of the GPPAC network

Starting date	March 2021
Duration	Commission agreement March - June 2021
Deadline	7 March 2021

About GPPAC

The Global Partnership for the Prevention of Armed Conflict (GPPAC) is a global member-led network of civil society organisations (CSOs) who actively work on conflict prevention and peacebuilding (<https://www.gppac.net/>).

The network consists of fifteen regional networks of local organisations with their own priorities, character, and agenda. These regional networks are represented in an International Steering Group, which jointly determines our global priorities and actions for our conflict prevention and peacebuilding work. In addition to the regional networks, there are a number of working groups, which themselves are thematic networks of experts from different regions.

GPPAC overall is coordinated by a Global Secretariat (currently with 12 staff) which operates under the GPPAC Foundation (registered and based in the Netherlands). The Secretariat supports the work of the governance and operational bodies of the GPPAC network, primarily the GPPAC Board, the International Steering Group, the Regional Secretariats, the working groups, and the Global Strategy Group (composed by the Chairs of the different working groups). The Global Secretariat facilitates and channels communications between these bodies in order to achieve an inclusive and effective decision-making process across the network. The Global Secretariat is also responsible for coordinating planning, monitoring and evaluation of the network's activities both at the global and regional level and for fundraising and communicating for the network. It also serves as the contract holder for donor contributions that serve the global network.

The Global Secretariat works in collaboration with Regional Secretariats and the Global Strategy Group to ensure synergy and coherence of GPPAC activities based on the Strategic Plan, regional long-term plans, and annual work plans. In addition, the Global Secretariat and the Global Strategy Group monitor the implementation of strategies and thematic priorities at the regional level, ensuring that GPPAC global engagements are based on regional inputs. Final decision-making on strategic directions and priorities lies with the International Steering Group, whereas the GPPAC Board monitors the performance of the Global Secretariat.

Transition phase

In 2020, GPPAC was not able to renew a five-year partnership with the Dutch Ministry of Foreign Affairs, which had been the main donor of GPPAC since its inception. As a consequence, GPPAC is facing a challenging funding situation which endangers the sustainability and continuity of the network in the long term. However, challenges can be turned into opportunities and we are initiating a transition phase to define and implement the changes required to make GPPAC fit for purpose and more resilient. We want to revise the way the network operates, diversify our funding base and identify efficiency gains.

The transition phase consists of four pillars:

- Network governance improvements
- Strengthening fundraising



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- Global Secretariat
 - Leadership

We are looking for a consultant who can provide guidance and advice with the pillar **network governance improvements**.

Under this pillar, we want to revise the way the network operates with the aim of making it more effective in supporting local peacebuilding, thus also strengthening our value proposition towards donors and diversifying our funding base. To achieve this, we seek to:

- Reflect on the decision-making processes while balancing speed and effectiveness with inclusion and ownership of GPPAC members. As they currently stand, the GPPAC governance and decision-making structures are complex and partially overlapping, which can make correct processes hard to follow and time-consuming to implement.
- Review the Charter and identify what is working well; what elements might need to be revised; and what is right in theory but is not being implemented in practice.
- Reflect on the role, composition and responsibilities of the main governance bodies (Board, ISG, Regional Secretariats and Global Strategy Group).
- Review the criteria and rotational system to ensure members holding formal positions in the network have the capacity to adequately fulfil their responsibilities, and create mechanisms to address situations where this is not or no longer the case.

Assignment

To ensure that this process is internally driven, our preference is to select an expert facilitator/ mediator with links to GPPAC (such as former board or ISG member, current network member, former Global Secretariat employees or experts that have engaged with GPPAC) to interview the ISG, Regional Liaison Officers and Board members, a selection of members and Global Secretariat staff, review results of the 2020 GPPAC member survey, and explore governance structures of other networks. The expert will be expected to make a set of recommendations to improve the functioning of the network with the aim of increasing our impact in supporting local peacebuilding.

To inform the consultant's assignment, the Global Secretariat is currently in the process of:

- reviewing the capacities needed at the regional level to support the regional members in their peacebuilding activities. This includes the main roles/responsibilities that have to be taken on at the regional level, and the capacity (both in terms of quantity and quality) required for the regions to be able to fulfil that role;
- providing an assessment per region, identifying the main capacity gaps per region and plan how to get the right capabilities in place for the regions (with a focus on the Regional Secretariats) to fulfil their foreseen role.

The tasks of the consultant

1. Develop a consultative approach to engage with the fourteen Regional Representatives and Regional Liaison Officers, the working groups Chairs and a selection of Global Secretariat staff and network members in order to:
 - convey a sense of urgency about the need to strengthen the value proposition of GPPAC focused on supporting local peacebuilding in the regions;
 - consult network members from different regions regarding the revised role and subsequent expectations and capacity criteria of Regional Secretariats;
 - consult ISG, Board and other members on the role and mandate of governance and advisory bodies.



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2. Propose a revised/new governance structure to ensure an efficient, transparent and inclusive network that can contribute to peaceful societies through local peacebuilding.

Management of the assignment

The assignment is commissioned by the GPPAC Board. As such, the consultant reports to the GPPAC Board. One member of the Board together with the Management Team of the Global Secretariat will be the main point of contact for the consultant to discuss progress, resources, clarify questions, etc.

Deliverables

The consultant is expected to deliver one report to the GPPAC Board and Management Team composed of two sub-sections:

1. Capacity, including a reflection on the:
 - willingness and capacity of the Regional Secretariats to fulfil the defined roles and responsibilities;
 - composition of regional networks and potential capacity to increase the number of local peacebuilding activities and impact per region based on the expertise of the regional members;
 - (re)define criteria to assess the capacity of Regional Secretariats to fulfil their role and propose a plan to implement regional transitions (for example, we could start with the most capable ones that can offer an example/ blueprint for the others to follow).
2. Governance, including a reflection and proposal regarding the:
 - simplification of the governance structures to ensure efficient, transparent and inclusive decision-making (including updated roles and responsibilities);
 - membership modalities to be reconsidered to increase the effective, substantive and meaningful engagement of the network;
 - reflection on how to distribute resources within the network given the differences in size and capacities.

Estimated timeline

The assignment should start as soon as possible, preferably by early March 2021. The final report should be delivered by June 30th 2021.

Task	Estimated no. of days	Period
Consultation regions (1 day per region, including preparation)	14	10 March-15 April
Consultation Working Groups (half a day per WG)	3	April
Consultation GS staff	1	April
Desk research	3	April
Write and deliver draft reports	5	May
Conduct validation workshop with Board and Global Secretariat staff on the basis of the draft reports	0.5	May
Finalise report on the basis of feedback from the GPPAC Board and outcomes of the validation workshop	2	June
Present final reports to the GPPAC Board	0.5	June
Total	29	



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Qualifications consultant

- Facilitator/mediator with experience working with or knowledge of GPPAC (such as former board or ISG member, current network member, former Global Secretariat employees or experts that have engaged with GPPAC); or other civil society networks.
- 10+ years of peacebuilding and conflict prevention experience.
- Knowledge of donor trends in peacebuilding.
- Applied knowledge of organisational change and governance issues.
- Excellent command of written and spoken English.
- Outstanding intercultural communication skills with audiences of all levels.
- Graduate degree in a related area.

How to apply

Please send your CV and a cover letter including your proposal and tariff to [info\[at\]gppac.net](mailto:info[at]gppac.net) no later than **March 7th 2021**. For processing purposes, write only “**Consultancy capacities and governance assessment**” in the subject line of your email message. Note that we will be reviewing applications on a rolling basis.

For any questions that you may have, you can reach out to GPPAC’s interim executive director Victoria Carreras via [v.carreras\[at\]gppac.net](mailto:v.carreras[at]gppac.net).