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Terms of Reference (Tor) Global Baseline Study *Connection for Peace: Powerful Local Peacebuilding and Policies 2024-2031*

Purpose	Consultancy to conduct a global network-level baseline study for the <i>Connection for Peace: Powerful Local Peacebuilding and Policies 2024-2031</i> programme
Budget	Maximum budget is € 53.000 (including VAT)
Duration	Mid January 2025 - End of May 2025
Deadline application	Sunday 12 January 2025 EOD, to pmel@gppac.net and n.maani@gppac.net

Overview of the Consultancy

The [Global Partnership for the Prevention of Armed Conflict \(GPPAC\)](#) is the world's largest member-led global network of local peacebuilders. We bring together over 200 civil society organisations actively working to prevent violent conflict and build more peaceful societies.

GPPAC is in the inception phase of its *Connection for Peace: Powerful Local Peacebuilding and Policies 2024-2031* programme, funded by the Dutch Ministry of Foreign Affairs under the Contributing to Peaceful and Safe Societies (CPSS) framework. The grant programme incorporates several innovative elements relative to previous grant programmes:

- Emphasis on efforts that revolve around learning and intermediate adaptations (**adaptive programming**);
- Emphasis on **locally led activities**, both in terms of design and execution;
- Emphasis on **strengthening policy influencing** based on insights derived from the implementation of country-level activities (**learning loop between policy and programme outcomes**);
- Emphasis on outcomes that transcend the country level (**departure from country-level orientation**);
- Emphasis on results that are within the applicants' span of control (**modesty and realism**).¹

Given the scope of the program (8 years) and its strong emphasis on learning, it is essential that the baseline, mid-term review (MTR), and end-term evaluation (ETE) are interlinked.

In this framework, GPPAC contributes to Grant's policy theme Peacebuilding and Conflict Mediation. The programme operates in four countries—Niger, Occupied Palestinian Territories, Somalia, and Uganda—spanning three GPPAC regional networks (GPPAC West Africa, MENAPPAC, and GPPAC Eastern & Central Africa). Leveraging a **Network Approach**, the program aspires to extend its reach beyond these priority countries, integrating regional networks and the global network through learning and exchange, collective action and policy influencing.

The inception period runs until May 2025, during which GPPAC aims to refine its Theory of Change (ToC) and intervention strategies. To effectively build the program and its connections from the local level to the global level, we will conduct five baseline studies. This includes **four studies at the country level that engage the regional GPPAC networks, alongside one global network-level study**, which will be informed by the insights gained from the aforementioned studies, while also considering the broader network context. In particular, with this baseline, we aim to **clarify the connections within the broader network structure across country, regional, and global levels**.

¹ Definitions and more information can be found in the [Grant Policy Framework Contributing to Peaceful and Safe Societies 2024-2031](#).

To this end, GPPAC is seeking a consultant to undertake the **baseline study at the global network level from January 2025 to May 2025**. Rooted in the principles of participation and inclusion² GPPAC envisions the baseline study as a collaborative effort, ensuring its findings are relevant, owned by the network, and practically applied to strengthen local peacebuilding efforts.³ In addition to conducting the baseline study, the consultant will play a **facilitative and coordinating role among other baseline studies** to facilitate cross-learning and ensure effective data utilisation between the global network and country levels. Further details about the program and its objectives are available below.

Connecting for Peace: Strengthening Local Peacebuilding and Policy Influence

Local peacebuilders face significant barriers to driving their own peacebuilding priorities and influencing policy. Two key challenges underpin this issue:

1. **Limited Space and Resources for Local Peacebuilders:** Local peacebuilders face isolation due to inadequate sustainable funding, strategic support, and collaboration opportunities as a result of the aid system's emphasis on short-term outcomes. This isolation weakens local actors' resilience and diminishes their capacity to participate in higher-level policy processes.
2. **Bias in Peacebuilding Policies:** Global, regional, and national peacebuilding frameworks frequently undervalue local knowledge, favoring generic, one-size-fits-all solutions. This creates a gap between policy and local realities - resulting in policies that are less responsive to the unique complexities of local conflict dynamics.

Theory of Change and Programme Objectives

To address these challenges, the **Connection for Peace** programme is grounded in the following **Theory of Change (ToC)**.

<p>We invest in capacities of local peacebuilders</p> <p>We facilitate connection and collective action</p> <p>So that we will foster the sustainability of local peacebuilding action, supporting local peacebuilders to contribute to peaceful and safe societies in their respective countries, and we will strengthen the capacities of local peacebuilders to engage in policymaking at the international, regional and national level.</p>	<p>We localise analysis and expertise</p> <p>We connect policies to local realities</p> <p>So that we will strengthen the rigour and realism of peacebuilding policies to ensure their alignment, responsiveness and adaptability to the local needs and complexities, and to support a shift in power dynamics towards local actors in shaping peacebuilding initiatives and policies.</p>
<p>...so that we can make a vital contribution to our strategic programme objective: Peacebuilding policies and practices that are rooted in — and better able to serve — locally-led and locally-grounded peacebuilding</p>	

GPPAC has adopted a **Network Approach**, which enables members to jointly co-lead a learning process that is rooted in their expertise and experience and peer-to-peer sharing. This not only strengthens their organisational capacities, it also builds solidarity, amplifies their voices beyond their local context, and bolsters their ability to contribute to and influence local, regional and global peacebuilding processes.

² Based on the Feminist Evaluation approach

³ Based on the Utilisation-Focused Evaluation (Quinn Patton, 2013)



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Baseline Study Objectives and Evaluation Questions

Objectives

The objectives of the Baseline Study are:

Learning

- To **enhance our understanding** at outcome level through collective sensemaking:
 - The Network Approach (Objective 1);
 - Current policy context relevant for GPPAC Members, our track record in relation to and the impact of current peacebuilding policies (Objective 2);
 - Programme structure, linking country, regional, and global levels.
- To **assess the institutional strength** and sustainability of the GPPAC global network, identifying strategies for long-term institutional network strengthening.

Adaptation

- To support the refinement and adaptation of our programme by:
 - **Enhancing the Theory of Change (ToC):** Refining ToC pathways, including the identification and clarification of intermediary outcomes.
 - **Adapting Intervention Strategies and Approaches:** Revising intervention strategies and ways of working to more effectively achieve strategic objectives.
- **Strengthen connections** between the programme and regional/global networks to improve collaboration, knowledge sharing, and impact.
- Utilise insights from the baseline studies to **inform and shape policy advocacy** and influence strategies at the national, regional, and global levels.

Ways of Working & Accountability

- To **contribute to an initial design of a PMEL system** that centralises learning, adaptation and network collaboration and embeds multiple learning loops.
- To inform the development of **our learning agenda and learning trajectories** by identifying knowledge gaps, identifying key areas of inquiry.
- Establish and track indicators from the MFA's Department for Stabilisation and Humanitarian Aid (DSH) results framework, **collecting baseline data** at the outcome level related to the Network Approach.

The suggested evaluation questions are provided on the next page.



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Suggested evaluation questions

In line with the objectives, the following key evaluation questions are **suggested**. The consultant(s) are encouraged to build on these key questions and adapt the set of evaluations questions in close consultation with the Reference Group (see roles and responsibilities) during the inception phase.

1. The Network Approach (Objective 1)

- **Added Value of the Network Approach:** What does the Network Approach mean to GPPAC members and representative bodies, and what factors influence this mindset? How can GPPAC maximise its value to members through this approach, particularly in strengthening local peacebuilding infrastructures and contributing to policy influence?
- **Barriers and Opportunities for Network Learning and Exchange:** What are the key barriers and the enabling factors that affect GPPAC members' ability to engage in impactful cross-regional exchanges, joint advocacy, and knowledge-sharing across local, regional, and global levels? How can the Network Approach be leveraged to enhance expertise exchange, strengthen collective impact, and address these barriers?
- **Conditions for Learning and Adaptation:** To what extent and under what conditions does learning within the GPPAC network (local, regional, and global) result in the adaptation of peacebuilding practices or change in influencing strategies? (Objective 1 - Baseline data) How can GPPAC ensure that the network fosters continuous learning and adaptation for more effective peacebuilding?
- **Effectiveness of Collective Action:** To what extent do GPPAC members engage in joint actions, collaborative advocacy, peacebuilding initiatives across various levels? (Objective 1 - Baseline data) How does the Network Approach enable this collaboration, and what improvements are needed to enhance collective action within the network?
- **Responding to Emerging Crises:** How effective is the Network Approach in fostering solidarity among local peacebuilders during crises, and how can it improve its mechanisms for swift, cross-regional response and collective action in the face of emerging conflicts?

2. Influencing Policy (Objective 2)

- **Identifying Shared Policy Agendas:** What are the most relevant (global, regional, and national) policy agendas to GPPAC members, and to what extent do these policies align with the specific needs and complexities of local communities? How do these impact the situation of GPPAC Members and what are the expectations of GPPAC Members from respective policies selected as priority? Who are the main policy actors GPPAC members need to engage with? (Objective 2 - Baseline data)
- **Levels of Policy Engagement:** Which levels of policy engagement (international, regional, and/or national) are most relevant to and impactful for GPPAC members, and how can these levels better support their peacebuilding efforts? At which level does GPPAC have the greatest impact in policy engagement?
- **Mapping External Barriers and Opportunities for Policy Engagement:** How effectively do GPPAC Members currently influence peacebuilding policies at national, regional, and global level, and what are the key barriers and opportunities towards greater local leadership in influencing these policies? To what extent does evidence from GPPAC member's practices influence policymaking? (Objective 2 - Baseline data) How does GPPAC's Network Approach support members to overcome these barriers and seize opportunities for greater impact of policy



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influencing efforts?

- **Pinpointing the Role Dutch Ministry of Foreign Affairs:** How can the Dutch Ministry of Foreign Affairs support GPPAC in achieving its outcomes, particularly in strengthening GPPAC's influence on policy at the national, regional, and global levels? What specific forms of support are most effective in enhancing GPPAC's impact at the national, regional, and global policy levels?

3. Institutional Network Strengthening

- **Network Governance:** To what extent do GPPAC's governance structures and decision-making processes enable transparent, inclusive, and participatory engagement of members at the local, regional, and global levels? To what extent does the GPPAC network ensure diverse participation, including women, youth, and other marginalised communities, in decision-making? How effective is the Network Approach in redistributing power to member-driven leadership?
- **Network Membership & Inclusivity:** How can GPPAC enhance the involvement of its diverse member base across local, regional, and global levels to maximise the network's impact? What factors need to be addressed to ensure sustained, active participation and greater inclusion of traditionally marginalised groups in the network?
- **Network Sustainability:** What strategic factors influence the long-term sustainability of the GPPAC global network, particularly in a rapidly changing context? How do the Network Approach and vision documents⁴ align with these factors, and to what extent do they support GPPAC's ability to maintain its impact, relevance, and adaptability over time? How do GPPAC Members envision the network evolving to better support their needs and enhance their impact in the future?
- **Strategic Partnership Dutch Ministry of Foreign Affairs:** How can GPPAC's partnership with the Dutch Ministry of Foreign Affairs enhance the network's strategic position/sustainability? What are the opportunities and challenges presented by this partnership, and how can GPPAC leverage this collaboration to achieve its long-term goals?

4. Working methods, PMEL System redesign

- **PMEL System for Learning & Evidence:** How can the PMEL system be redesigned to enhance learning, improve evidence collection and quality, and ensure the findings are effectively used to inform adaptive management?
- **Learning Agenda:** What key learning needs or knowledge gaps are emerging that should be addressed?
- **DSH Results Framework:** What indicators from the DSH Results Framework are most relevant for GPPAC in helping us learn and track progress? How can we use these indicators to both demonstrate accountability and support learning, strategic use, and analysis of the data collected?
- **Key Assumptions and Unintended Outcomes:** What are the key assumptions and unintended outcomes of GPPAC's intervention strategies that need to be monitored, and how can these insights help refine strategies and inform adaptive programming?
- **Context-Specific Evidence & Network Approach:** What types of emerging, context-specific evidence are being overlooked or undervalued, and how can this evidence be better utilised to strengthen the Learning Loop and inform local knowledge within the Network Approach?

⁴ Four vision documents have been submitted as part of the proposal, covering the following key topics: 1. Working on Peacebuilding and Conflict Mediation; 2. Advancing Adaptive Programming in Peacebuilding; 3. Locally led Peacebuilding Action; 4. Working in FCAS. These vision documents will become available to the selected consultant(s).



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- **Evaluation Design:** How can the findings from this baseline study be structured to inform the Mid-Term Review (MTR) and the end evaluation? What initial recommendations or design elements for the MTR and end evaluation can be proposed in the baseline study to ensure consistency and relevance?

Scope and Suggested Methodologies

Scope

The **country-level baselines** will focus on two primary areas of analysis:

1. **Country-level Analysis:** This aims to provide a comprehensive understanding of the current context and existing infrastructures for peace, while also considering the influence of regional and international dynamics.
2. **Regional Network Analysis:** This will assess the status of the GPPAC Regional Network, focusing on its two main objectives.

Building upon the country-level baselines, the **global network baseline** will focus on GPPAC as a global network and GPPAC as an influencing body and strategic partner. The analysis will primarily cover:

1. **Interlinkages and Interactions:** Examining the connections and interactions across different levels of the network, including cross-regional and local-to-global (and vice versa) dynamics.
2. **External Stakeholder/Policy Engagement:** Evaluating GPPAC's relationships with and influence on key external stakeholders, such as donors and policy actors. This assessment will be conducted at both regional and global levels, focusing on GPPAC's role in fostering collaboration and driving policy change.
3. **Sustainability and Partnerships:** Identifying key factors affecting the network's sustainability, with particular attention to strategic partnerships like the Dutch Ministry of Foreign Affairs, and how these collaborations support GPPAC's long-term goals.

The global network baseline process is envisioned to play **a coordinating and facilitating role across the five baselines, helping to weave together insights from diverse levels**, including country-level baselines, while honoring the unique contexts of each. The evaluator's role will be to ensure that these findings contribute meaningfully to sensemaking and adaptation across all levels. In this process, the following tools and actions are proposed, acknowledging that these ideas are open for reflection and further discussion with the selected evaluation team.

1. **(Extended) Inception Phase for Designing Exchange Mechanisms:** The inception phase will be a crucial opportunity to collaborate closely with country-level consultants and Reference Group (see roles & responsibilities), to co-designing the information flows that will guide the baseline process and ensure alignment with local and global contexts.
2. **Shared Sensemaking Session(s):** During the sensemaking phase, we strongly encourage facilitating at least one session that brings together key insights from the different baselines. By engaging with country-level consultants and relevant GPPAC stakeholders, these sessions will serve as spaces to reflect on commonalities, differences, and emerging patterns across the baselines.
3. **Adapting Intervention Strategies:** The consolidated findings and insights from the baselines will provide the foundation for reflecting on and adapting intervention strategies at different levels.



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These insights will guide a continuous process of adjustment, ensuring that strategies are responsive to the evolving needs and contexts.

4. **Online Learning Tool Pilot:** We are exploring piloting an online learning tool during the baseline process. This tool is envisioned to consolidate information from country, regional, and global levels, creating a centralised platform for knowledge exchange, analysis, and reflection. In collaboration with the consultant, we will assess how this tool can support shared sensemaking and adaptation across different levels.

The Baseline Study will primarily be conducted virtually, with the potential for an in-person International Steering Group meeting in May (subject to confirmation).

Suggested evaluation methodologies

Building on previous evaluations and current monitoring approaches, suggested methodologies are outlined below. Consultants are encouraged to propose additional methodologies or alternative approaches, prioritising participatory data collection and sensemaking, while remaining mindful of network members' time and priorities. The GS Team will provide access to existing data from the start of the inception phase. As GPPAC is redesigning its PMEL system, an Interim PMEL process is currently in place.

- **Change Stories:** GPPAC is piloting an approach to uncover an overarching narrative that fosters member belonging and inspires contributions to a shared change narrative. This strategic narrative will link individual member stories, drawn from real experiences, to inform monitoring and capture learning and impact dynamically.
- **Ripple Effects Mapping (REM):** REM is a participatory evaluation method that visualises the direct and indirect impacts of intervention strategies. It engages stakeholders in guided discussions to map changes, connections, and outcomes within a system. While REM is new to GPPAC, it holds strong potential for capturing contributions to GPPAC's Network Approach.
- **Interviews, Participatory Focus Group Discussions, and Sensemaking Sessions:** We have learned that the most valuable insights emerge from dialogue and participatory exchanges, including with external stakeholders. We strongly encourage utilising these during data collection, sensemaking, and adaptation.
- **Social Network Analysis:** Methodology to visualise the connectivity between members and/or entities, providing a clear map of where relationships are strong and where they need strengthening.
- **Outcome Harvesting:** Outcome Harvesting has been used as the main monitoring tool over previous and current strategic periods. The consultant(s) will be asked to further explore and determine the potential role of OH during the baseline.
- **Other evaluations and documentation:** Strategic documents, including previous evaluations, vision documents, and annual reports, will be available to the evaluator.



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Roles and Responsibilities

An overview of the different roles and responsibilities of key stakeholders involved in the Baseline Process is provided below.

Primary Users

The primary users of the baseline study are:

- The **CPSS Core Group** are GPPAC Members that are directly involved in the programme, including GPPAC Members in the respective countries and Regional Secretariats of the regional networks involved.
- The International Steering Group (ISG) is **GPPAC's principal decision-making body** and includes:
 - the Regional Representatives of 15 Regional Secretariats;
 - Chairs and Co-Chairs of the GPPAC Working Groups;
 - Non-Regional ISG Members.

To ensure that the baseline and its findings are owned and used by the network, a **Reference Group** consisting of network representatives will closely advise the consultant(s) - please see below. Ultimately, the **baseline findings should benefit the GPPAC network members**.

Baseline Process Reference Group

The **Reference Group** consists of four GPPAC Representatives (two representatives of the CPSS Core Group and two representatives of the Global Secretariat). The Reference Group will have an **advisory role** throughout the baseline process (design, execution and follow-up). We envision the consultants to work closely together with the Reference Group. Concretely, the Reference Group will:

- Assess proposals and interview potential consultants;
- Select (together with the GPPAC Global Secretariat) the consultants;
- Be available for consultation for the consultants during the inception phase;
- Approve the inception report;
- Engage the network to ensure participation as required;
- Be part of relevant learning or sensemaking initiatives;
- Review the draft report(s) and provide input;
- Approve the final report;
- Follow up (together with the GPPAC Global Secretariat) on review findings and recommendations.

Consultant(s)

The **Global Network Baseline evaluator(s)** will take on a key coordinating and facilitating role across the five baselines, ensuring that the evaluation process is collaborative, empowering, and rooted in the ownership of network members. Their work will foster learning and adaptation throughout the process. The consultant(s) will support a participatory approach that encourages ownership and active engagement from all stakeholders. A detailed overview of the timeline and deliverables, including indicative due dates, is provided below under "Timeline, Deliverables, and Budget."

The **Country-level Baseline evaluators** will be responsible for conducting the country-level baselines and are envisioned to be collaborative partners to the Global Network Baseline evaluator(s). Their role will be to contribute to the overall evaluation process by providing context-specific insights and data from their respective countries. While working closely with the Global Network Baseline evaluator(s), they will play a



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supportive role in ensuring alignment with the broader network evaluation objectives, facilitating local learning, and contributing to the synthesis of findings across levels.

Global Secretariat

The GS Baseline Team consists of three staff members who will **facilitate the baseline process and support the consultant(s)** during the baseline process. Concretely, the GS Baseline Team is responsible for:

- Providing access to existing data and information;
- Facilitate contact to the network (members);
- Operational support and PMEL advice throughout the baseline process;
- Consult the Dutch MFA at the necessary moments for their inputs and approval;
- Provide advice and inputs for the management response;
- Follow up (together with the Reference Group) on review findings and recommendations.

The Dutch Ministry of Foreign Affairs & Embassies

GPPAC is partnering with the Dutch Ministry of Foreign Affairs under the Contributing to Peaceful and Safe Societies (CPSS) Grant. The Department for Stabilisation and Humanitarian Aid (DSH) plays a consultative role in this process — not merely as a donor, but as a collaborative partner. The aim is to explore ways in which the DSH can effectively learn from the baseline study associated with the grant.

At the country level, embassies are also expected to be engaged, primarily through consultations related to the country-specific baselines.

Timeline, deliverables, and budget

Overview of the timeline and expected deliverables is provided below.

Timeline

Month	Phase	Description
November - December 2024	Preparation phase	Calls for proposals for country-level baseline studies have been published in December 2024.
January 2025	Selection & Contracting	The selection and contracting of the global-level baseline consultant will involve a thorough review of submitted applications, followed by discussions on terms, deliverables, and timelines to ensure alignment with the project's needs and objectives.
February-March 2025	Inception phase	This phase of the baseline study focuses on establishing the foundation for the study's implementation. Special emphasis will be placed on co-designing exchange mechanisms across the different baselines.
March-April	Data collection	This phase emphasizes participatory approaches,



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2025	phase	actively involving stakeholders in gathering diverse inputs. This collaborative process ensures data reflects a wide range of perspectives within the project's network, shaping the study's findings. The goal is to capture comprehensive and diverse inputs that reflect the broader context and help shape the study's findings, including the country-level baselines.
April-May 2025	Collective sensemaking and validation phase	This phase involves reviewing and interpreting baseline findings with key stakeholders, ensuring alignment with the program's context and objectives. It includes 1.) At least one session to consolidate insights from different baselines and 2.) An in-person meeting with the International Steering Group (ISG) to validate findings, gather feedback, and refine conclusions.
May 2025	Reporting and Adaptation phase	This phase focuses on synthesising and analysing the data collected, culminating in a utilisation-focused and adaptation-oriented report. The findings will be used to adapt the programme, including the ToC and intervention strategies.

Deliverables

Please find an overview of deliverables per phase in the baseline process.

Coordination throughout the Baseline Process

1. **Exchange calls** with evaluators country-level baselines
 - a. *Inception phase*: Weekly calls to align baselines in both content and quality, and to inform the inception report global network baseline
 - b. *Throughout the baseline process*: Process calls (regularity to be determined)
 - c. *Process evaluation*: Call at the end of the process to reflect
2. **Monthly progress calls** with Baseline Reference Group

Inception phase (February - March)

3. **Exchange calls** with evaluators country-level baselines
 - a. *Inception phase*: Weekly calls to align baselines in both content and quality, and to inform the inception report global network baseline
 - b. *Throughout the baseline process*: Process calls (regularity to be determined)
 - c. *Process evaluation*: Call at the end of the process to reflect
4. **Draft Inception report** (mid-March) including:
 - a. Updated evaluation objectives and questions
 - b. Assessment of existing data
 - c. Participatory and utilisation-focused evaluation approach with methodologies for data collection, validation and data analysis
 - d. **Design of exchange approach and/or mechanisms to align the information flows from local - national - regional to global (and vice versa)**
 - e. Suggested format utilisation- and adaptation- focussed baseline report
5. **Final inception report** (end of March)



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(Participatory) Data Collection and Network Engagement (March - April)

1. **Participatory data collection workshops** with relevant stakeholders, internal and external (amount t.b.d.)
2. **Raw data** collected during the baseline process

Collective Sensemaking and Validation (April- May)

1. **A draft report (format to be determined) and/or presentation**, including preliminary data, findings and recommendations
2. **4 participatory validation and sensemaking workshops** building on draft report/presentation, with:
 - a. CPSS Members Core Group
 - b. ISG
 - c. GS
 - d. Wider network

Reporting and Adaptation (May)

1. **Final report and/or presentation**, including preliminary data, findings and recommendations
2. **Presentation of key findings** to the Dutch Ministry of Foreign Affairs, DSH
3. One **Adaptation Event**, organised together with Reference Group

Financial information

The maximum budget available is **€ 53.000 (including VAT)**. The consultants' proposal should include a breakdown including number of working days, consultant fees, travel costs, VAT/taxes, etc. Payments will be based on deliverables as per the schedule above. All cost proposals should be presented in euros.

Qualifications and Experience

Preference will be given to **a multilingual pair of consultants** to enhance the diversity of perspectives and facilitate effective communication across different language contexts. The consultant(s) are expected to meet the following selection criteria:

- Proven experience of conducting similar participatory and utilisation-focused evaluations;
- Proficiency in qualitative evaluation methodologies of data collection and analysis;
- Experience in the use of outcome harvesting, including analysis and substantiation;
- Experience is required in:
 - Conducting evaluations with networks or social movements;
 - Evaluating programs focused on policy influencing;
 - Evaluating programs dedicated to learning and adaptation;
 - Experience in the field of conflict prevention and peacebuilding is preferred.
- In-tune with power dynamics and relations of power, including their own;
- Experience in organising virtual meetings/workshops (by making use of e.g., Zoom, Teams, Mural, Miro, or an equivalent) and using remote data collection methods;
- Excellent co-design, coordination and facilitation skills;
- Fluency in English and at least one of the program's applicable languages (Arabic or French).



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How to apply

Please send your application to PMEL@gppac.net and n.maani@gppac.net by **Sunday 12 January EOD**. Please write *CPSS Global Baseline Study Application [Team name or lead applicant name]* as email subject. This application should include:

- **A cover letter (max 2 pages)** including consultant(s)' motivation for the Baseline Study and view on
 - 1) Connecting the different baseline studies and
 - 2) Embedding learning through participation, inclusion, and empowerment.
- **An approach paper (max 4 pages)**, including:
 - Indicative approach and methodologies;
 - The division of responsibilities in the consultant team based on expertise;
 - A work plan summary, including allocation of team budget, days allocated per consultant and expected timeline against deliverables.
- **CV (max 3 pages each) of consultant(s)**, primarily showcasing/highlighting the criteria outlined above.
- **One example** of similar assignments, e.g. baseline study - inception or (alternative to) final products. Examples of user-friendly, adaptation focused final products for baseline studies are of interest to us.
- **Two references** of similar assignments.

Interviews with (max 3) shortlisted consultants will take place on **Tuesday 21 or Wednesday 22 January**.

If you have any clarification questions, please submit them to w.overbeek@gppac.net and n.maani@gppac.net and they will be addressed accordingly. Please note that the GPPAC Global Secretariat will be closed from **25 December to 1 January**.