

Terms of Reference

Mid-term review of organisational Gender Strategy

Overview

Conciliation Resources is looking for an external consultant to carry out a mid-term review of its organisational Gender Strategy: [Towards an Inclusive and Transformative Peace](#).

Background

Conciliation Resources is an international organisation committed to stopping violent conflict and creating more peaceful societies. We work with people impacted by war and violence, bringing diverse voices together to make change that lasts.

Since 2016, gender has been an important part of our peacebuilding. We have led research on the inclusion of women, young people, gender and sexual minorities and people with disabilities in peacebuilding. We have produced practice papers on how integrating a masculinity lens can help to advance work on gender equality. Together with Saferworld, we developed an innovative gender-sensitive conflict analysis toolkit, used with and by peacebuilders across the world.

As we have grown, so too has the diversity of our work. In 2022, an independent Gender Review helped us to identify a number of challenges and forward priorities, highlighting the need to set out:

- *Why:* The 'end goal' of our gender work in relation to our organisational peacebuilding vision
- *What:* A shared understanding of our approach to gender
- *How:* Strategic objectives to guide our gender work going forward, including a more systematised process for integrating gender into our peacebuilding practice.

Our Gender Strategy was developed to respond to these needs, and set out a clearer organisational commitment, approach and objectives for our gender work. It was released in May 2023 and covers a five-year period. We are reviewing the Strategy at its mid-point of implementation to understand where progress has been made and what to prioritise going forward. The review also comes as Conciliation Resources releases its new organisational Strategic Plan, which reaffirms our commitments to implementing a gender responsive, and where possible gender transformative, peacebuilding approach.

Objectives

The objectives for the mid-term review are:

1. Understand the current level of awareness and ownership of the Gender Strategy across the organisation;
2. Determine progress made to date against objectives outlined in the Gender Strategy, including challenges and patterns of success;

3. Assess the extent to which we are adhering to the guiding principles in how we deliver the Gender Strategy.
4. Suggest priorities and actions for the remainder of the Gender Strategy implementation period.

Scope of the work

The consultant will:

- Design a methodology for the mid-term review of the Gender Strategy, using the questions below as guidance;
- Carry out a review of secondary data provided, and collect primary data against review questions;
- Produce a detailed report against review questions, capturing key findings, successes, challenges and a summary of recommendations.

Guiding questions

1. Gender Strategy and approach

- a. What is the general level of awareness of the Gender Strategy ambition and approach across staff? (Please distinguish awareness at leadership level).
- b. How do staff understand gender and what has informed/helped with this?

2. Objective 1: Gender Integration Cycle (GIC)

- a. What types of objectives have teams set for themselves following GICs? To what extent have partners, local expertise and perspectives shaped these?
- b. To what extent are objectives championed by managers/leaders and built into wider plans and priorities?
- c. To what extent have ambitions for the implementation of GICs been met?
- d. Have all teams engaged with the GIC? If not, what is the reason for this?
- e. To what extent do staff and partners feel they have enough skills, time, knowledge and resources to progress towards their gender objectives?

3. Objective 2: Learning

- a. What do gender responsive and transformative objectives and approaches look like across different contexts?
- b. Are there any examples of programme teams progressing towards gender responsive / transformative objectives, or a gender approach strengthening their peacebuilding outcomes?
- c. Is our Monitoring, Evaluation and Learning (MEL) approach able to capture the change we want to see? If not, what changes might be required?

4. Objective 3: Policy and influence

- a. To what extent has CR supported international policymakers to take more gender responsive and transformative approaches and consider different ways of working?

5. Forward look

- a. To what degree has implementation of the Gender Strategy so far cohered with our guiding principles, including intersectionality? Are there things we need to do more/less of, or differently?
- b. Has there been a specific backlash to gender work in the contexts in which we work? If so, how is that - and the shifting global environment for gender, diversity and inclusion work - impacting our ability to pursue Gender Strategy objectives?
- c. What do we need to prioritise in the second stage of implementation? Are any shifts/adaptations recommended?
- d. What arguments and aspects of our gender work are relevant to counter the global pushback on gender and diversity in peace and security?
- e. Does the information gathered in this mid-term review reinforce or qualify the gender goals we have set in our organisational Strategic Plan? Are there actions and targets which we can set under these goals, or which sit outside of them?

Suggested methodology

Briefing calls with Gender, MEL team and reference group	0.5 days
Review of secondary data (Gender Review; Gender Strategy status update; GIC write-ups and action plans; outcomes harvested)	3 days
Produce primary data collection tools (survey and interview / focus group discussion questions)	1.5 days
Carry out 20 KIIs	3.5 days
Carry out 3 focus groups	1 day
Administer survey to GIC staff/partners	1.5 day
Data write up and analysis	3 days
Prepare and present emerging findings to Gender team, MEL team, reference group, RAP Director and Executive Director	1.5 days
Draft report and edits/responding to feedback	5 days
Total number of days	20 days

Timeframe and fees

The consultancy will start at the end of November and run until mid February. We expect at least 5 days of work to be completed by 31 December 2025.

The budget available for the consultancy is around **£13,000**. Consultants are welcome to propose changes to the methodology and allocation of days outlined above, as long as it fits within our overall budget envelope.

Payment will be made upon satisfactory completion of deliverables, and within 30 days of receipt of invoices in the agreed form. Any expenses associated with the assignment will be agreed with the Head of Gender and Peacebuilding in advance and included in the invoice. All fees should be inclusive of VAT.

Deliverables and reporting line

- Draft methodology, including objectives, final review questions, primary and secondary data collection methods and limitations, and review of secondary materials by end-December 2025
- A detailed report in English (12-15 pages) outlining key findings against review questions, and actionable recommended next steps early February 2026
- A concise summary (2 pages) capturing top-level findings and recommendations by mid-February 2026

The consultant will report to CR's Head of Gender and Peacebuilding on approach and deliverables, as well as, contractual arrangements and invoices.

Required skills and expertise

- Fluency in English (French language skills are a plus)
- Expertise in carrying out mid-term reviews / performance assessments
- Strong understanding of gender equality and social inclusion in peacebuilding
- Experience of peacebuilding practice
- Understanding of how NGOs work and their operational realities
- Ability to process and manage complex data and technical discussions
- Ability to engage with teams working in diverse conflict and cultural contexts and manage potentially sensitive conversations
- Ability to write succinctly and identify clear, actionable recommendations.
- Well organised, punctual and able to meet deadlines and communicate efficiently
- Commitment and ability to abide by CR's policies
- Experience in conflict-sensitive and trauma-informed research
- Respect for confidentiality and protection of personal data.