TERMS OF REFERENCE FOR

CONDUCTING A FEASIBILITY STUDY FOR THE PROJECT "STRENGTHENING WOMEN'S RIGHTS MOVEMENTS ON THE WOMEN, PEACE AND SECURITY AGENDA IN THREE FRAGILE CONTEXTS"

CARE Deutschland is looking to contract an external Consult or Consultant Team to undertake a Feasibility Study (F/S) within the development of the project proposal: "Strengthening women's rights movements on the Women, Peace and Security agenda in three fragile contexts". The F/S should deliver sufficient information and data on the prospects for a successful implementation of the planned action – joint engagement of INGOs, CSOs and WROs (women's rights organisations) to strengthen women's rights movements on the Women, Peace and Security agenda in Egypt, Iraq and South Sudan.
The F/S should be conducted in one of two ways:
1) by a Consultant who is able to speak English and Arabic to do the data collection remotely with stakeholders in the three countries.
2) by a Consultant Team comprising one International Consultant who is able to speak English and Arabic, and three National Consultants to do the data collection in each country.

Project information
In fragile contexts, women's rights movements operate in restricted and challenging civil society spaces. Women's rights organisations (WROs), women-led organisations (WLOs) and other women's rights actors often lack the strong governance, reliable funding for programming and advocacy, and coordinated forums needed to effectively organise. The project "STRENGTHENING WOMEN'S RIGHTS MOVEMENTS ON THE WOMEN, PEACE AND SECURITY AGENDA IN THREE FRAGILE CONTEXTS", aims to strengthen women's rights movements in Egypt, Iraq and South Sudan to build sustainable networks to collectively organise around the UNSCR 1325 Women, Peace and Security (WPS) agenda at three different levels:
1) Strong governance – improving the management and sustainability of local women's rights organisations and actors.
2) Women's voice, participation and leadership – enhancing women's programming and advocacy in peace-building and social inclusion.
3) Coordinated networks – Increased effectiveness of women's rights networks at the local, national and global levels.
The following project outputs are expected:

Output 1: Improved management and sustainability of local women's rights movements working on the WPS agenda.
Output 2: Enhanced performance of women's rights movements' programming and advocacy to advance the WPS agenda.
Output 3: Increased effectiveness of sub-national, national and cross-national women's rights platforms, networks and alliances to effect policy change and policy implementation on WPS.

Target groups & final beneficiaries:
The action directly targets 2-3 CSOs, WROs and WLOs in Egypt, Iraq and South Sudan, who will work with wider women's rights actors, groups, bodies and organisations to 1) develop organisational capacity; 2) strengthen women's programming and advocacy in peace-building and social inclusion; and 3) establish networks between women's rights actors at the local, national and global levels.

Purpose and objectives of the F/S:
Purpose of this consultancy is to provide the sound basis for developing of the project concept, by identifying project preconditions, opportunities and risks for its implementation.

Overall, the F/S will have the following objectives:

1) Given the context of the target groups and stakeholders in Egypt, Iraq and South Sudan:
- Identify **the needs of the target group** regarding the project objectives and the type of interventions most needed and feasible over the three-year project period **regarding the capacities of women's rights movements advocating for the WPS agenda.**
- Assess the **socio-political environment** of the target group in the three countries by **considering political, social and cultural context aspects** and providing an in-depth analysis of the situation of the women's rights movements.
- **Map relevant women's rights actors, groups, organisations and networks** and their existing capacity regarding a) organisational governance, b) programming and advocacy on WPS and c) developing forums, networks and alliances at the national and cross-country levels.
- Identify **legal frameworks and services** (current policy framework, standards, local policies, guidelines and practices) and related **gaps in the implementation** in the field of WPS for the above-mentioned target groups, and participation of key stakeholders (governmental, non-profit) in the three targeted countries. CARE will provide the Consultant or Consultant Team with relevant governmental policies and strategies with potential opportunities to influence and impact to identify new policy windows for engagement.
- Identify the existence of similar projects or intervention in the region for **alignment and synergies**. Analyse lessons learnt from these in the past and gaps still present today.
- Review the potential for **joint, intra-national and cross-national engagement** of the target groups to collectively advocate for the WPS agenda, including through CARE's Global Campaign, She Leads in Crisis;

2) Feasibility
- Determine and confirm whether 1) the identified structural gaps and needs for women's rights movements exist, and 2) the planned project can close this gap sustainably, effectively, coherently and efficiently with the resources and measures.
- Formulate clear recommendations for the design of the Action (objective, output, activities)

Scope of work

The Consultant or Consultant Team is required to conduct feasibility appraisals of the proposed project.
The scope of work will include:
- Review existing data available for project intervention, on the potential for strengthening women's rights movements on WPS;
- Conduct appropriate background information gathering on potential women's rights actors, groups, bodies and organisations, including similar activities and priorities of these organisations, platforms and networks in target countries, and gaps and needs for these groups and actors;
- Identify examples of and recommendations from earlier similar initiatives and other studies being implemented in the relevant locations;
- Conduct consultations with CSOs, WROs and WLOs to assess the relevance of the proposed interventions;
- Review scope to link this project to CARE's Global Campaign, She Leads in Crisis;
- Outline a realistic timeline for the proposed outcomes over the three years of the project;
- Identify the barriers, challenges or any critical issues (if any) that could determine the effectiveness, efficiency and sustainability of the project.

Methodology of the F/S

The F/S should be written in high quality English and satisfy the above stated purpose and objectives. **Within the F/S design, the Consultant will refer to and follow the document *Guidance Note on Procedures for Feasibility Studies* which, as Appendix A, represents an integral part of this ToR.**
The F/S should represent a combination of desk analysis and remote or in-person interviews, which should concentrate on Egypt (Cairo and Upper Egypt Governorates), Iraq (Ninewa, Anbar and Salhadin Governorates) and South Sudan (Eastern Equatorial, Central Equatorial and Jonglei States).

The selected consultant(s) should:
- Review available data and information at the national and cross-country levels;
- Consider relevant background information (legislation, strategies);
- Identify relevant similar initiatives for possible programmatic synergy;
- Bring in the attitudes, needs and capacities of relevant stakeholders;
- Review the potential for joint engagement of CSOs, WROs and WLOs to collectively advocate for the WPS agenda within and across countries, including through CARE's Global Campaign, She Leads in Crisis;
- Analyse potential risks and sustainability concerns relating to the proposed projects and proposed mitigation measures;
- Formulate clear recommendations for the project design (objective, output, activities).

The F/S should include:
- An analysis of studies, organisational reports, documentation, resource persons/experts, and similar;
- A review of existing laws, policies, strategies, statistics and reports related to women's movements advocating for the WPS agenda in the targeted countries;
- Interviews/ focus group discussions and/or questionnaires (remote or in-person) with:
  - Local CSOs, WROs and WLOs who will be implementing the project;
  - Potential women's rights actors, groups, bodies and organisations who will participate in the project;
  - Other stakeholders, including public institutions, policy-makers and INGOs working with women's rights movements and on the WPS agenda.

Documents which will be made available by CARE for the Desk Research Phase
- Studies and reports on the UNSCR 1325 and the WPS agenda
- Evaluations and reports of relevant projects
- Legal framework and policy documents
- Draft logframe
- Relevant contacts in the targeted countries
- Organisational capacity assessments and organisational capacity assessment form
- Strategies and information on CSOs, WROs, WLOs and other stakeholders

Consultancy deliverables
- Plan for implementation of the Feasibility Study.
- F/S Report written in English (up to 30 pages). The Report should consist of an executive summary (up to 2 pages), main Study findings, recommendations for planning and implementation of particular project activities (up to 4 pages) and references, plus eventual Annexes (capacity assessment of CSO organisations).
- Hand over to CARE the entire original quantitative and qualitative data documentation collected for the purposes of the research/needs assessment, upon the final consultancy report acceptance and prior to the payment.

Timeframe
The entire assignment, including the period of commenting/review by CARE Germany is expected to be undertaken over the period 10th May- 31st May 2021. The individual and/or company undertaking the consultancy will be fully responsible to administer the F/S. The final product, incl. attachments shall be delivered via Email to CARE Deutschland e.V. Gender Lead by **6th June 2021**.

Management and organization
The Consultant or Consultant Team will report directly to Imogen Davies, CARE Germany Gender Lead (idavies@care.de).

Skills and qualification of the Consultant

The following qualifications are required for this task:

- Gender, peace and security background, ideally with a focus on women's rights movements, or similar relevant field expert with rich experience and qualifications in conducting feasibility studies, assessments and evaluations in one or more of the project countries.
- Adequate experience in qualitative and quantitative data collection methods.
- Excellent understanding of and knowledge on the issues of women's rights movements.
- Excellent knowledge of the stakeholders in women's rights movements and the WPS agenda.
- Excellent English and Arabic spoken skills to conduct interviews and/or focus groups discussions.
- Excellent English written skills to systemise data and write high quality, clear, concise reports.

Appendix A: *Guidance Note on Procedures for Feasibility Studies:*

I) Criteria for the content of feasibility studies

- The focus, scope and depth of a feasibility study should be appropriate to the complexity and volume of the project in question and consider the political, economic and cultural context.
- The study should analyze the situation, the problem(s) resulting thereof and the target group and stakeholders. It should include a baseline study (for instance as an annex), and critically review the planned project in terms of the OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability (see https://www.oecd.org/development/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm)
- On that basis, the study should provide recommendations for the project concept and project measures.

II) Template and key questions for feasibility studies

If possible, the study should follow the structure set out below. The key questions under each heading need not be used in full. They are intended to provide guidance and should be seen as a set of questions from which to select priority questions addressing the focus of the study.

1) Purpose, objectives and utilization of the study

- *What is the rationale or the specific reason for conducting the feasibility study, and what are its objectives?*
- *Who will use the findings? In what way? For what purpose? This question should be reviewed, in particular, with regard to potential utilization of the study for the development of project application, the project concept and for project implementation.*
- *What will be the scope of the study in terms of timing and geographical coverage? What specific (sub)areas or (sub-)sectors will be given special attention?*
- *What methodology will the study be based on?*
- *What earlier experience from similar projects and programs and from other studies and analyses etc. should be used as a basis for drawing up the feasibility study?*
- *What specific recommendations can the study provide for the organization carrying out the project with a view to planning and implementing the project?*

2) Context and problem analysis

- *What is the (current) situation in the sector/region/country in question? What does the socio-economic, political and cultural context look like?*
- *What problems have been identified? What are their causes and how do they impact on the living conditions of population groups? Which population groups?*
- *What needs have been identified based on the problem analysis? How were these needs identified (or how will they be identified)?*
- *What is the background of, and what has led to, the planned project and its impact logic? Who proposed the original project idea?*
- *Are there any alternatives to the planned project or any of its components?*

3) Project-executing organization in the partner country (local executing organization)

- *Which local organizations are suitable implementing partners and why? How much capacity do these organizations have in institutional, technical, staffing and financial terms?*
- *What measures are needed to build the local partner's organizational and general capacity?*
- *To what extent do local implementation partners identify with the project (ownership) and are committed to making it a success?*
- *What is the relationship between the local partners and the target group/stakeholders? (Legitimacy)*

- *Is there an overlap or conflict of interests? How can interaction and coordination between the partners and the stakeholders be improved?*

4) Target group and stakeholder analysis

a) Target group

- *What is the target group for the project? What criteria are used in the selection of the target group? Are there possibly several target groups affected in different ways by the problems?*
- *How homogeneous or heterogeneous is the target group in terms of gender, ethnicity, age, sexual orientation, language, capacity, etc., and how will the project need to respond to this?*
- *What are the needs of the target group? How can these needs be addressed?*
- *What is the role of the target group(s) in the broader social context? What conflicts of interest could arise between the target group and other, non-target groups as a result of the support provided through the project?*
- *What is the target group's potential especially with regard to ownership/initiative, self-help activities and local problem-solving capacity? How can this potential be strengthened?*

b) Stakeholders

- *Who are the main governmental and non-governmental stakeholders in the sector and beyond – at the project location, in the project region and the project country?*
- *How does the planned project fit in with the government development strategy?*
- *What are the interests of the stakeholders? Are there any visible conflicts of interest? What interdependencies are to be expected between the project and other interventions/projects supported by the stakeholders? How will this be taken into account in the project concept?*
- *Do the stakeholders share a common understanding of the problem(s) and of the project objectives derived thereof?*
- *How strong is the various stakeholders' support for the project? How much influence could they exert on the project? Have the stakeholders already entered into any agreements?*

5) Assessment of the planned project based on OECD/DAC criteria

https://www.oecd.org/development/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

a) Relevance: Are the planned project activities appropriate for addressing the problem?

- *Does the project approach address a key development problem or constraint in the partner country or region?*
- *Is the approach in line with the needs of the target groups?*
- *What changes are planned to have been accomplished by the project after it has been completed?*

b) Coherence: How well does the intervention fit?

- *To which extend other interventions (particularly policies) support or undermine the intervention, and vice versa?*
- *Is the intervention consistent with releant international norms and standards to which that institution/goverment adheres?*
- *Is the intervention consistent with the intervention other actors interventions in the same context?*
- *Ist the intervention adding value while avoiding duplication of effort of other initiatives?*

c) Effectiveness: What is the most suitable project approach to achieving the objectives?

- *Are the measures and the chosen methodology suitable for reaching the project objective? Should activities be planned at the meso and/or macro level (multi-level approach) in order to make the project more sustainable?*
- *Will use be made of synergies with interventions supported by other donors or programs?*
- *What measures does the study recommend with a view to achieving objectives?*
- *What impact logic/impact hypothesis should the project be based on? What could a meaningful logical framework look like, including suitable and informative indicators (presentation of a first rough draft of indicators and baseline data)?*
- *Who will monitor impacts? When? At what intervals? (Impact monitoring)*

d) Efficiency: Can the objectives be achieved in an economically efficient way through the planned project?

- *What financial, institutional and human resources will be needed?*
- *Will it be possible to implement the planned measures within the time allocated for the project and based on the resources that are planned? Will it be possible to achieve the desired impacts, and will all that be possible in an economical and efficient manner (in terms of cost-benefit ratio)?*

d) Significance / overarching development impact: Will the project help achieve broader development impacts?

- *Which objectives and impacts derived from the problem/needs analysis are to be achieved, and for what target groups?*
- *To what extent will the project have a structural impact, to what extent can it serve as a model, and to what extent will it have a broad-based impact? Would it be advisable to pursue a multi-level approach (micro, meso and macro levels) in order to increase significance and effectiveness?*
- *To what extent have aspects relating to gender sensitivity, inclusion of persons with disabilities, cultural sensitivity, conflict sensitivity and human rights been incorporated in the project's objectives?*

e) Sustainability: Will the positive impact last after the project has been completed (without further external support)?
- *How can sustainability of results and impacts be ensured and reinforced (in institutional, economic, social and environmental terms)?*
- *What are the roles and responsibilities of governmental and/or civil society institutions? To what extent will the project be able to build on local potential, institutions and procedures? What measures and instruments are best suited to harness and strengthen local ownership and initiative, participation, and capacity?*
- *Which socio-cultural barriers may impede the planned approach, and how can they be overcome?*
- *What negative consequences and impacts might result from project implementation? To what extent will it be possible to consider and address these risks in the project/project concept (e.g., Do No Harm approach, conflict-sensitive impact monitoring, etc.)?*
- *What risks are involved in project implementation (personal risk for those implementing the project, institutional and reputational risk, contextual risk)? How can they be minimized?*

Application

The application should be submitted in English via Email. Deadline for application is 2ⁿᵈ May 2021. There is no standard format for the submission of the consultancy proposal.

The consultant's proposal should consist of the following:
1. Consultant's CV (or organisational/company portfolio, with individual researchers' CVs) with detailed information concerning past experience in the field of consultation, research and evaluation, as well as the list of references on the conducted consultations.
2. The Consultancy Proposal, which should be clear and concise with goals and objectives for the task as well as described proposed working methodology and plan and a timeline.
3. Consultant's Budget. Global budget that includes all expenses (including travel) should be proposed.
4. Consultant's availability and commitment to schedule statement.
5. Contact and identification details (for individuals/organisation/company)

Interested candidates (organisation, consultancy company or freelance consultant(s)) should submit their applications before the given deadline to both Imogen Davies (idavies@care.de) and Lena Siedentopp (siedentopp@care.de), with the subject: Consultancy Application for the Feasibility Study.

For any additional information on the application process and consultancy, please contact Lena Siedentopp (siedentopp@care.de).