

Terms of Reference Organizational Development Consultant

I. Organizational Overview and Background

Peace Brigades International (PBI) is a non-governmental, international human rights organization that has worked since its foundation in the 1980s to open up spaces for peace in which conflicts can be dealt with non-violently. We use a strategy of international presence and concern to protect, support and enable the work of human rights defenders and local activists for peaceful social change.

PBI is a non-hierarchical organisation comprised of different entities that operates by delegated consensus and places importance on relationships and processes as well as on outcomes.

- **Country Groups (CG)** in Europe and North America are responsible for the incorporation and initial training of volunteers, project support networks, advocacy, fundraising, publications and improving the visibility of PBI and the organizations we accompany.
- **Projects** in Colombia, Guatemala, Honduras, Indonesia, Kenya, Mexico, Nepal and Nicaragua/Costa Rica carry out protection work, public relations, reporting, training and support to volunteers, advocacy, fundraising. They collaborate with other organizations and CG to create and activate international support networks.
- **International Office (IO)** in Brussels is responsible for the strategic development of the organization, coordination, communications, fundraising of multilateral grants, financial management and administration.
- **International Council (IC)** is made up of 5-12 independent board members and is responsible for governance.
- **International Operations Council (IOC)** consists of representatives from projects and country groups and is responsible for operational issues.

For further information see www.peacebrigades.org.

2. Occasion and Objective of the Evaluation

An external evaluation is conducted in advance of each General Assembly, which is usually held every three years. Since 2016, PBI has been carrying out an organizational development process and through previous evaluations gained insights on the diversification of PBI's funding sources, internal coordination and streamlining of decision-making process.

The purpose of this year's evaluation is to analyse the strengths and weaknesses of the current organisational model of PBI, with a special focus on the country groups, and to examine the implications that the current distribution of roles and responsibilities among country groups and other entities has on internal dynamics of PBI as well as on PBI's work to fulfil our joint mission.

Based on the lessons learned generated through this analysis, the evaluation is supposed to come up with recommendations for the further development of PBI's organisational model, and particularly the role and responsibilities of CG.

3. Key Questions:

What are the strengths and weaknesses of the current organisational system of PBI, particularly with regard to CG in the context of the global governance structure? This includes examining:

1. *Dynamic within PBI*: to what degree does the distribution in roles and responsibilities between CG and other entities...

- ... generate (unintended) dependencies between the entities?
- ... foster trust / distrust between the entities?

2. *PBI's work*: how does the distribution of roles and responsibilities between CG and other entities affect ...

- ... PBIs work in the areas fundraising, advocacy, protective presence, recruitment of volunteers, etc.?
- ... PBIs ability to effectively respond to the needs of human rights defenders and communities we accompany?
- ... our outward credibility as a unified global organization with a joint mission and vision?
- ... our image within the HR and peace building community (other I/NGOs donors, general public), especially in light of the current discussion around decolonization?

These questions are meant to provide an initial orientation for the evaluation. They may be adapted and weighted in the course of the preliminary discussions. Based on the answers to these questions, the evaluation should identify and elaborate recommendations regarding potential structural changes, including their potential benefits and risks, and first steps of implementation.

4. Evaluation Design and Methods

The consultant is expected to be self-motivated and able to work independently. They will be supervised and supported by PBI's International Coordinator and the Strategic Development Committee (SDC) who will provide a general introduction to the work of PBI, relevant background documents, and contacts.

We envision a participatory consultancy which includes:

1. Agreement on the concrete evaluation design and methodology in collaboration with Strategic Development Committee (SDC).
2. Desk review of internal documents, including bylaws, meeting agendas and minutes, and current ISEC structure.
3. Interviews (possibly in combination with interactive formats such as focus groups or workshops) with people from across PBI as well as a few trusted external interlocutors (key donors, partners and human rights defenders PBI works closely with).

5. Duration and Timeline

The following schedule is planned for the evaluation process:

- Mid-June 2023: preliminary discussions and planning of evaluation steps with SDC
- End June 2023: inception report detailing concrete evaluation design and methodology
- July – August 2023: data collection (desk research, interviews)
- Beginning September 2023: presentation of initial findings and recommendations to PBI's councils
- Mid-September 2023: finalization of evaluation report

6. Outputs

In the course of the evaluation, we expect the following products:

- Inception report
- Design and conduct interviews with relevant stakeholders
- First draft report with preliminary findings and recommendations
- Final evaluation report, including findings, recommendations and a plan to support implementation. Language English. Maximum page number 25 including annexes.

7. Key Qualifications

We expect the consultant to have the following qualifications:

- At least 5 years' experience collaborating with international NGOs, preferably in the human rights, development and/or peace and conflict transformation sector
- Previous practical experience working with decentralized structures (such as networks or federations) where the majority of staff work remotely
- Experience undertaking evaluation processes
- Experience in strategic planning and organisational development
- Experience in participatory, process-oriented decision-making
- Excellent organisational and time management skills
- Excellent report writing skills
- Excellent spoken and written English and at least a good understanding of Spanish. Fluency in Spanish would be a strong asset
- Availability to fulfil the role and tasks within the stipulated timeframe

9. Terms and Conditions

This work will be undertaken as an external consultant. Proposals should include an estimation of the days needed to complete the work and the lump sum or daily rate required.

10. Application process

Application should include:

- CV
- Short motivation letter (2 pages, maximum) explaining your interest in the assignment and how you meet the criteria outlined under "7. key qualifications"
- Proposed methodology
 - Outline of the planned evaluation process
 - Brief explanation and justification of the methods to be used
 - Proposal for a schedule
- Estimated budget with indication of total price, number of days, daily rate and possible additional costs

Please submit completed applications to:

Strategic Development Committee at recruitment@peacebrigades.org.

Deadline: 31st May, 2023 midnight CEST

Interviews: TBD

Please note that we are unfortunately unable to respond to applicants who have not been selected for interview.