

## TERMS OF REFERENCE – WOMEN AS LEADERS, INFLUENCERS AND NEGOTIATORS WITHIN DISASTERS AND EMERGENCIES PREPAREDNESS

### 1. BACKGROUND TO THE DISASTERS AND EMERGENCIES PREPAREDNESS PROGRAMME

The [Disasters and Emergencies Preparedness Programme](#) (DEPP) is a multi-stakeholder, three-year programme that invests £40m in building national capacity for disaster and emergency preparedness in 11 countries. The DEPP, which is comprised of 14 projects, is jointly implemented by the START Network and the Communicating with Disaster Affected Communities (CDAC) Network. The DEPP aims to improve the quality and speed of humanitarian response in countries at risk of natural disasters or conflict-related humanitarian emergencies. It does this by increasing and strengthening the capacity of the humanitarian system at all levels, with support weighted towards capacity development for local and national humanitarian workers and organisations, as well as communities. The DEPP also works in partnership with national disaster management authorities to help strengthen national preparedness, early warning and communications systems. Among the DEPP's priority areas is a focus on gender in emergencies and capacity building for women as humanitarians.

### 2. CONTEXT: WOMEN AS LEADERS IN DISASTER PREPAREDNESS

Research suggests that women and men experience disasters differently. Available evidence indicates that women are more likely to die in a large-scale disaster than men, and may suffer greater economic, material, social and psychological losses in a post-disaster context.<sup>1</sup> In addition, the conceptualisation of women as victims in disasters has often led to their exclusion from leadership and decision-making positions in preparedness and response activities.<sup>2</sup>

The Sendai Framework 2015-2030 highlights the need to include women in disaster risk management and emphasises that women's leadership is key to effectively managing disaster preparedness and implementing gender-sensitive disaster risk policies and programmes.<sup>3</sup>

Emerging evidence suggests that women bring a wealth of knowledge, skills, and resources to emergency preparedness, and that increasing their leadership and decision-making in such activities could lead to better preparedness, more effective response and resilience building.<sup>4</sup> Women's knowledge of the local context, skills in community mobilisation, and range of social networks through which they can identify the most vulnerable in the community can enable them to be important agents in preparedness and response.<sup>5</sup> Furthermore, women in decision-making spaces have the potential to ensure inclusiveness, efficiency and effectiveness of preparedness activities, as they may be more sensitive to the diverse needs of vulnerable groups in the community, and particularly the needs of other women.<sup>6</sup>

To ensure both the leadership and participation of women at all levels of the humanitarian system, from preparedness through to response, it is crucial that women are involved in the initial design stage of a programme. This critical initial input by women in leadership roles may help to shape the programme so that it is more gender-sensitive, inclusive and ultimately more effective.<sup>7</sup>

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<sup>1</sup> Bradshaw S, & Fordham M, Women, Girls and Disasters: A Review for DFID, 2014.

<sup>2</sup> Action Aid, On the Frontline, Catalysing Women's Leadership in Humanitarian Action, 2016.

<sup>3</sup> UNISDR, Sendai Framework for Disaster Risk Reduction, 2015.

<sup>4</sup> ActionAid, On the Frontline, Catalysing Women's Leadership in Humanitarian Action, 2016.

<sup>5</sup> The Economist Intelligence Unit, The South Asia Women's Resilience Index, 2014.

<sup>6</sup> Shifting the Power, Women-led Disaster Risk Management: Scopes and Challenges in Bangladesh, 2017.

<sup>7</sup> Ibid.

### **3. PURPOSE OF THE RESEARCH**

The evidence base around the importance of women as leaders, negotiators and influencers in humanitarian preparedness is limited, and the majority of work highlights women's leadership in communities and/or on the frontline in a disaster or post-disaster context. This piece of research aims to contribute to this evidence base and address an important gap by examining women's leadership and influence at the DEPP programme design, management, and implementation stages, rather than exclusively as frontline responders.

This piece of research aims to explore key learnings, challenges and successes on the theme of women as leaders, negotiators and influencers within the DEPP and other similar programmes. The research aims to use the findings and recommendations to inform future programming within the sector.

This piece will therefore complement the existing literature on women as leaders within preparedness and add to the evidence base by providing recommendations and examples of best practice that can be applied to the wider humanitarian sector.

### **4. RESEARCH OBJECTIVES AND QUESTIONS**

This research seeks to answer the following questions:

1. To what extent have women acted as leaders, decision-makers and influencers at the following levels of the DEPP:
  - a. DEPP Business Case Development
  - b. DEPP Board
  - c. Project management of DEPP Programme and all 14 projects at global and country level
2. What is the proportion of women involved in decision-making roles at the levels outlined above?
3. What has been the effect of women's leadership on programme design and implementation?
  - a. Have any particular strategies, policies, or activities been implemented due to the leadership or influence of women?
  - b. Have any of the above strategies, policies or activities contributed to greater effectiveness of the programme?
4. How have lead organisations' gender policies been translated into the DEPP programme and project implementation?
5. What factors have helped and hindered women's participation as leaders and decision-makers at the levels outlined above (e.g. education, cultural context, social networks, economic inclusion etc.)?
  - a. How do these factors affect women's leadership at the different levels outlined above?
6. What examples of best practice for women's leadership and influence can be used to inform future programming?

### **5. METHODOLOGY**

The research will be based on qualitative and quantitative data collected from:

1. External literature on women as leaders within preparedness, particularly within similar programmes to the DEPP;
2. DEPP project narrative reports, project learning outputs (research pieces), and the Harvard Humanitarian Initiative independent evaluation;
3. Key Informant Interviews (KIIs) with stakeholders outlined above (in section 4.1.)

The data from KIIs will be disaggregated by age, sex, education level and country.

Countries:

KIIs will be conducted at the UK/global level and in the following DEPP countries: Ethiopia, Kenya, the Philippines and Pakistan. These country selection complements that of the Harvard Humanitarian Initiative selection, with the exception of Pakistan, which has been chosen as it has the largest DEPP presence of the remaining countries.

To supplement the KIIs, additional data will be gathered from external sources, where possible.

There will be a total of approximately 25 KIIs.

Data sample:

Level	Country	# of KIIs
Business Case Development	UK	3
DEPP Board	UK	2
Programme Management	UK	2
Project Management	UK	2
	Pakistan	4
	Ethiopia	4
	Kenya	4
	Philippines	4

## 6. OUTPUTS/DELIVERABLES

1. List of key informants (agreed with the Learning Project team);
2. Inception plan including workplan, methodology and interview questions for key informants;
3. Soft copy of the final report, in English, comprised of the following:
  - a. Executive Summary
  - b. Introduction
  - c. Methodology
  - d. Body of report
  - e. Conclusion
  - f. Recommendations
  - g. Areas for further research

## 7. ROLES AND RESPONSIBILITIES

This research piece will be managed and co-conducted by the Learning Project. The Learning Project will:

- Work closely with the consultant to develop a methodology for the research;
- Work closely with the consultant to develop a list of key informants;
- Provide all internal data/literature for the consultant;
- Co-conduct KIIs and analyse data;
- Co-write the first and final drafts of the report;
- Provide comments and inputs into the draft report;
- Design the report;
- Approve the deliverables.

The consultant will be expected to:

- Lead on the planning and execution of the research piece;
- Work closely with the Learning Project to develop a methodology for the research;
- Write the literature review;
- Co-manage the data collection and co-conduct the KIIs;
- Co-write draft report;
- Incorporate feedback given on the draft report, and;
- Co-write the final report.

## 8. TIMELINE OF ACTIVITIES AND DELIVERABLES

The research is expected to begin in November 2017 and will take approximately 22 days of the consultant's time. The work will be finalised by February 2018. The different stages are outlined below:

Output	Activity	Timeline	# of days for consultant
Inception Plan	Methodology and workplan finalised	November Deadline November 3rd	1
Desk review	Review of external literature	November	3
	Desk review of programme documents	November	0.5
Interviews	Develop interview questions	November	0.5
	Interview KIIs	November-December	2
Data analysis	Data analysis	December	5
Presentation of key findings	Present findings to DEPP and Start network teams	January	0.5
First Draft	Writing and submitting first draft	December-January Deadline January 8	4
Final Draft	Incorporate feedback on first draft	January	2
	Address final comments and submit final report	January Deadline January 26	2
Dissemination	Learning Conference - distribution of hard copy of report	February 20-21	2

## 9. DESIRED PROFILE OF CONSULTANT

- Postgraduate degree in social sciences, humanitarian or development studies, disaster preparedness, gender studies, or a related discipline
- 5+ years' experience working on gender mainstreaming in humanitarian/development sector
- Previous experience working on humanitarian capacity building and/or emergency preparedness initiatives
- Excellent research and analysis skills, including data collection, qualitative analysis, and report writing
- Excellent written and spoken English

## **10.APPLICATION PROCEDURE**

Interested candidates are requested to submit expressions of interest including:

- CV
- Cover letter explaining your suitability for the post
- Two examples of similar pieces of work completed recently
- Daily fee

to [d.markek@actionagainsthunger.org.uk](mailto:d.markek@actionagainsthunger.org.uk) and [depplearning@actionagainsthunger.org.uk](mailto:depplearning@actionagainsthunger.org.uk) by 6pm BST on Tuesday 24<sup>th</sup> October.

The contract is expected to be signed immediately after the selected individual has been chosen. Work is expected to begin in November 2017 and will be finalised by February 2018.