

Terms of Reference

Consultancy title: *Facilitator for the CHS Alliance Culture Lab*

Reports to: *CHS Alliance project manager of the Initiative to Cultivate Caring, Compassionate Aid Organisations (CCCAO) in consultation with CULTURE LAB participants*

Consultancy Purpose/objectives: *Facilitating the CHS Alliance CULTURE LAB*

Background:

The CHS Alliance “[Working Well](#)” report called on aid organisations to cultivate cultures that support staff to do their job more effectively and treat them fairly and equitably – in line with the Core Humanitarian Standard. The subsequent ICVA-CHS Alliance “[Leading Well](#)” report called for visualising what a humanitarian community based on solidarity would look like and what it would take to get there.

Building on ideas generated in country-based, regional, global and CEO-focused conversations, and on the heels of the CHS Alliance Global Gathering, “Living our Values: Care, Culture and Power in Aid Organisations” a series of consultations held in July 2021 demonstrated a keen appetite in the sector for self-experimentation in a kind of C.A.S.E. Study: sharing power and shifting culture in aid organisations by living values like Compassion with Accountability and Solidarity with Equity.

We want to progress this work through

- creating space for shared reflection and learning;
- sparking collaboration and capacity sharing; and
- supporting those who are trying to transform our aid culture into one that meets the Standard.

This CULTURE lab will use an awareness-based methodology (Theory U or something similar) in convening key contributors over a period of 4 months. The process will deepen participants’ understanding of what changes are needed to shift culture and power inside ourselves, our teams, and our aid organisations. It will build belonging and trust that allows for more open experience sharing and peer support. The process, guided by expert facilitators, will provide a space to people working in aid to adopt more compassionate, accountable cultures (e.g. self-awareness, giving and receiving feedback, challenging inappropriate behaviors including SEAH, practicing social accountability, boundaries, etc.). Participants will learn techniques to work in together in different ways that are less hierarchical and more inclusive, transparent and energising.

Participation would include a minimum of 50 participants. Most, but not all, will be currently individuals working in aid organisations that are [CHS Alliance members](#). Their professional backgrounds are diverse, and their interests are wide ranging, including in: staff well-being as it

relates to mental health, people management and organisational culture. Participants have interest in: gender equity; racial justice; diversity, equity and inclusion; decolonising aid and well-being; safeguarding; ethics; human resources and staff care; mental health, burnout and trauma; mindfulness; and design thinking (e.g. Holacracy, Sociocracy and Reinventing Organizations).

There is potential, based on the interest generated in the Leading Well project, that a group within this cohort would currently be serving as CEOs (or Secretary Generals, Executive Directors, etc.) and/ or donors and would meet as a small peer group.

An advisory group with expertise in mental health, people management and organisational culture would guide the work of the Culture Lab, at the beginning, middle and end of the period.

Ultimately, the aim is to cultivate cultures in which people thrive as they support people affected by crisis. In these cultures, norms are formed, and attitudes and mindsets are changed to prevent and respond to sexual exploitation, abuse and harassment as well as racism, bullying and other behaviors that cause harm in the workplace.

The outputs of CULTURE LAB will be:

1. a shared understanding of our own and one another's needs that are holding us back from reporting and addressing abuse and other manifestations of toxic culture and power imbalances;
1. a bold, shared, co-created vision and plan for collaboration,
2. additions to the CHS Alliance's growing resource repository "Resourcing Ourselves" and
3. a cohort of at least 50 people who feel better connected, supported and equipped to take forward longer-term awareness-based system change efforts inside and outside their organisations.

"Culture Lab – Phase 2" could roll out plans developed in Phase 1 (above), potentially including case studies, benchmarked data collection, resource sharing/ building and advocacy. Practice setting boundaries, making requests and saying "no,"

Deliverables:

- Design and facilitate a CULTURE LAB experience that clarifies shared values, builds a sense of collective purpose, and co-creates a roadmap offering potential ways forward depending on context
- Support the transmission of learning to the broader community by contributing to a report on lessons learned, by providing advice for an event to be held at the Humanitarian Networks and Partnerships Week in May 2022, and by sharing resources that can be added to the CHS Alliance's resource repository.

Timeline/ total number of days for consultancy

The consultancy will take place over 45 working days from December 2021 through March 2022.

Administrative support/ logistics:

The consultancy will be remote, with potential for travel. Please note that no IT equipment will be provided.

Consultant profile:

We are looking for a consultant or consultancy team/ organisation/ company who:

- Is skilled in deep listening, designing and facilitating dynamic exchanges, and managing potential tensions that can arise in groups
- Has led others in awareness-based collective visioning through processes like Theory U or using methods like Liberating Structures
- Can give examples of organisational change that have already occurred and can explain some potential processes to support such change
- Has a trauma-informed approach and uses methodologies taking into consideration gender, race, and other issues of diversity, equity and inclusion
- Has experience in transformational leadership, systems change, and design thinking
- Familiarity with non-profit, multi-cultural and humanitarian organisations is considered an asset.

Terms and conditions:

Type of contract: consultancy agreement

Dates: Expected December 2021 – March 2022 (with the possibility to extend, pending availability of funding)

How to apply:

Interested candidates should submit their applications by email to: recruitment@chsalliance.org

Applications shall include a **CV or company information, a brief proposal for the consultancy work, and at least one example of published work relevant to this report.**

Please indicate your daily fees. Your fee should include all taxes.

Please mention **your name and the title of the consultancy in the subject line.**

Deadline for applications: 19 November 2021

Important information:

The person shall be registered as a consultant in their country or work for a consulting firm.

Please note that we will require two references from consultants.

We would also like to draw your attention on [our complaints mechanism](#) which can be used by our consultants or to report complaints about our consultants.

For more information on the consultancy, contact MPitotti@chsalliance.org.