ASSESSMENT REPORT

Gender Assessment on Nexus Platform Member Organizations – Somalia/Somaliland.

September 2021

Nexus Platform members

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ABBREVIATIONS/ACRONYMS

CPD	Centre for Peace and Democracy
DRA	Dutch Relief Alliance
FGD	Focus Group Discussion
GBV	Gender Based Violence
GIF	Gender Integrated Framework
GREDO	Gargaar Relief and Development Organization
HAVOYOCO	Horn of Africa Voluntary Youth Committee
IDU	Institutional Development Unit
KAALO	Kaalo Aid and Development Organization
KII	Key Informant Interview
M&E	Monitoring & Evaluation
MEAL	Monitoring, Evaluation, Accountability & Learning
NGOs	Non-Governmental Organizations
PMP	Performance Management Plan
PSEA	Prevention of Sexual Exploitation and Abuse
SADO	Social-Life and Agriculture Development Organization
SEA	Sexual Exploitation and Abuse
SSWC	Save Somali Women and Children
TASCO	Taakulo Somaliland Community
TOR	Terms of Reference
WASDA	Wajir South Development Association

ACKNOWLEDGEMENTS

1. EXECUTIVE SUMMARY:

The overall objective of gender integration is to move towards gender transformative programs and policies. Beemark used the Gender Integrated Framework (GIF) whilst addressing the TOR's scope of work. The GIF suggests that Gender Transformation occurs when four organizational dimensions are ready for gender integration. The four elements are Political will[1], Technical Capacity[2], Accountability[3] and Organizational Culture[4]. These elements transform gender blind organizations to gender transformative agencies and the recommendations hereof are premised on them. Below are the key summary of recommendations.

Program Planning & Design

- Develop working definitions of principles that will inform their Gender policies, Gender Mainstreaming and Social analysis materials such as gender handbooks and other relevant materials that can be translated to Somali language for the staff members.
- Develop a harmonized gender analysis framework, and tools to provide a structure of organizing information about gender roles and relations to be used as a guidance by the Nexus platform members during the planning and designing of the program interventions or activities.
- Develop and/or review a gender mainstreaming strategy which involves the integration of gender perspective in the preparation, design and implementation and monitoring, evaluation, learning and adaption of Nexus members' policies and programmes across all the Nexus members. This will encourage members to respond more effectively to the needs of all community members' e.g men, women, boys and girls and ensure inequalities are not perpetuated.

Program Implementation

- Advocate for the development and implementation of gender specific programs such as but not limited to programs that address the structural relations and power structures that underpin gender inequality and social exclusion in the respective areas of operations.
- Join hands with other organizations with similar vision to enhance and promote gender equity and equality and establish a collective action that will influence enabling environment. This will help establish meaningful and sustainable changes for women and other marginalized groups.
- The community's negative perception regarding the gender is all about women empowerment - the Nexus members make sure for how the community to participate and engage with their programs at the beginning by providing more orientation and

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[1] Ways in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for and commitment to working toward gender equity in the organization.
[2] Level of ability, qualifications and skills individuals in an organization have in order to carry out the practical aspects of gender integration for enhanced program quality and institutionalization of gender equitable organizational processes.
[3] Mechanisms by which an organization determines the extent to which it is "Walking the talk" in terms of integrating gender equality into its programs and organizational structures.
[4] Norms, customs, beliefs and codes of behavior in an organization that support or undermine gender equality and equity.

capacity building to all the community beneficiaries, this will increase the community's level of understanding about gender perspectives in programs

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Technical Expertise

- Develop a capacity building plan and enhance the capacity of the organizational staff members through trainings in gender mainstreaming programming.
- Recruit gender advisor to provide technical guidance on the development and/or review of the existing gender mainstreaming policies/strategies and provide guidance to the platform members to implement their respective gender mainstreaming policies/strategies.
- Engage a gender advisor to provide technical support in the development of gender mainstreaming tool kit that will help Nexus members design, develop, implement, monitor, evaluate and adapt gender equity and equality programming.
- Recruit gender advisor to support the Nexus platform members develop capacity building plan, training materials and train the staff members of the organizations. The materials will be translated to Somali language and referenced to Islamic teachings.

Monitoring, Evaluation, Accountability & Learning

- Design Gender indicators and possibly design a reference sheet to help program staff in program implementation and monitoring. The Gender indicator reference sheet will provide a definition of the indicator, void of ambiguity, link it to the long term outcome or desired impact, classify it as output or outcome indicator, detail how the indicator will be measured and used (for program reporting, impact assessment), what the data source will be as well as the reporting frequency. The reference sheet will additionally state the known data limitations, base and end line time frame.
- Establish protocols and feedback mechanisms to ensure that the programme is transparent and answerable to target beneficiaries and donors. These mechanisms need to be locally-driven to facilitate and engage communities to become active participants in the process and recognize their role in improving their quality of life as they develop and strengthen agency around Gender concerns.
- Develop positive and negative gender impact reports that will create learning and adapting across all the platform members.
- Collect and disaggregate data and evidence that reflects the lived experience of target groups as part of research, informing theories of change, action plans and monitoring and evaluation. This will help Nexus members to capture in their analysis the extent to which gender shapes accountability pathways and extent to which patterns of behaviour vary.

Partner Organization

- Build an efficient agency or movement towards gender equity: Ensure the network facilitates dialogues and members are informed of key issues and development in terms of changing roles, needs and conditions of women and girls, men and boys in the affected community.
- Support Iterative learning on gender by facilitating joint learning events and processes where members convene to share emergent learning from their individual projects around gender.

Gender Policies

- Create a Gender Action Plan and a mechanism for its annual assessment plan which could be an Annual Progress Report or Score Card to assess progress.
- Nexus senior management team together with their Human Resource and Resource Mobilization units should create and agree on a specific mechanism to monitor financial and human resources to help them plan. This will provide qualitative and quantitative information on the influence of the gender policy on their interventions as well as increase their coverage, effectiveness and efficiency.

Human Resources & Staffing

- The Nexus platform Human Resource units should play key role in enhancing gender integration by developing and supporting the institutionalization of enabling policies such as the Gender Policy, PSEA, Equal Opportunity Employment, etc., and ensuring a positive climate for women.
- The HR should conduct periodically review and revise the required competencies for vacancies listed to ensure that they reflect the knowledge, skills and abilities that will be needed by technical and program officers to implement the gender policy.
- Human resource units should encourage supervisors to ensure their staff receive the necessary training to meet the standards for the gender competencies in their job descriptions.
- Promote equal opportunities and transparent employment processes for male and female candidates while ensuring the gender balance by encouraging female candidates to apply.

Advocacy, Public Relations & Communications

- Conduct community power analysis for gender transformation
- Each organization to develop advocacy plan
- Build networks and alliance with other gender focused organization if possible
- Find ways and build upon local community driven ways of holding power bearers to account to make local improvement as well as identify gaps and opportunities from media and community engagement work. Nexus members to harness science, technology and innovation to reduce gender gaps: Make bold and imaginative use of new technologies to change discriminatory social norms and stereotypes and empower both genders to wield great positive influence in the society.

Financial Resources

- Gender Analysis Findings to be incorporated in program funding solicitations whether as stand-alone projects or through appropriate targets and indicators that are inclusive of identified gender concerns.
- Board members to arrange roundtable sessions with donors to mobilize funds for addressing gaps needs, priorities and capacities for women, girls, men and boys.
- Finance Unit to use power of office to highlight the importance of gender equality as a key development objective – that long-term development is only possible when all genders enjoy equal opportunity to achieve their potential.
- Flexibility in the expenditure of funds allowing program to adapt quickly would also serve to enhance gender concerns.
- Nexus members should always budget for gender activities.

- Always budget for the training and capacity building activities of the staff members and beneficiary communities.

Organizational Culture

- The Nexus Board directors and the senior management should encourage an open discussion on gender diversity and provide guidance on how to improve gender diversity and representation of women in senior positions among all Nexus members'.
- Nexus platform members should identify and recruit a Gender Focal Person within the core management team to encourage organizational culture change and support other staff to take gender inequality into account in their daily activities and operate in ways that promote gender equity and equality.
- All members of the Nexus platform to conduct annual staff behaviour survey to determine the behaviour of their staff members in relation to gender mainstreaming. This will ensure reinforcement of Gender sensitive behavior and procedures to prevent and address sexual abuse and exploitation.

2. BACKGROUND:

Nexus is a platform for change in response to the contemporary challenges to Somalia and Somaliland. The main goal of Nexus Platform is to transform humanitarian, development and peace ecosystem. The platform, led by eight pioneering Somali NGOs, aspires to advance a locally driven agenda for change by building partnerships between communities, civil society and the public and private sectors as well as through the implementation of integrated and sustainable interventions across the triple Nexus of humanitarian, peace and development. The Nexus platform in Somalia/Somaliland was formed in 2019 and it is comprised of eight core members: Centre for Peace and Democracy (CPD), Gargaar Relief and Development Organization (GREDO), Horn of Africa Voluntary Youth Committee (HAVOYOCO), KAALO Aid and Development, Save Somali Women and Children (SSWC), Social-Life and Agriculture Development Organization (SADO), Taakulo Somaliland Community (TASCO) and Wajir South Development Association (WASDA).

Nexus core members possess wide-ranging technical capacities and represent communities across all federal member States of Somalia and Somaliland. Nexus has two international partners who are committed to the localization agenda – Oxfam and Save the Children – who will support Nexus during its first three years. By breaking the silos of humanitarian aid, development and peacebuilding and by creating much- needed spaces for local organizations to lead the way in seeking, scaling and integrating solutions across these sectors, Nexus proposes local leadership as more than a means of realizing localization commitments – but as a revolutionary reform to the international systems at play in Somalia. The Nexus Institutional Development Unit (IDU) is one of Nexus' 5 pillars and is a mechanism for organizational strengthening that leverages the collective experience and expertise of Nexus partners to enhance the capacity of Somali civil society to deliver responsive, integrated and community-owned interventions.

Beemark Consulting was contracted by Save the Children International – Somalia in July 2021 to undertake the study on *Gender assessment on Nexus Platform member organizations in* in Somalia/Somaliland. The purpose of the study is to identify and understand Nexus members' approaches to gender, the meaningful participation of women and girls in the programming as well as their leadership and map recommended actions that will support gender equality approaches and women's leadership in future Nexus programming. The gender audit aims to map women's influence on humanitarian decision making by asking learning questions on how women and girls are consulted and involved in decision making in the design, implementation and evaluation of their humanitarian programmes.

The Objectives of the assessment include:
- Assessment of organization gender equality approaches and gender equality practices (Document organization's history on gender equality/ position and practices current commitments available policies and guidelines. Find out practical concrete evidences).
- A comprehensive review of the programme approaches to gender equality and equity and women's leadership by Nexus member organizations.
- Assessment of organization staff (leadership/management, project staff and gender focal points) understanding of gender equality and equity mainstreaming as well as their capacity to implement both gender mainstreaming and gender stand-alone programmes.

- Identification of the current challenges and areas of concern related to gender and women's leadership, both in the organizational practices as well as in their areas of work.
- Formulate recommendations to ensure Nexus members' projects effectively address identified gender gaps and promote women and girls' meaningful participation and leadership.

In terms of the scope, the study specifically focused on the:
o Existing gender mainstreaming strategies Nexus members have in place.
o Addressed potential gaps to strengthen approaches to gender equality and women's leadership as part of the organizational practices and in project implementation.
o Provide actionable recommendations to deliver on gender equality commitments in practice.

3. METHODOLOGY:

Beemark Consulting used four key qualitative data collection techniques. These were Literature Review, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and a Participatory Virtual Workshop. Data was collected from the eight (8) Nexus platform members in Mogadishu, Garowe, Adado, Baidoa, Kismayu and Hargeisa.

The literature review was done for all members except for TASCO that did not submit any documents. The review sought to identify and understand Nexus members' approaches to gender, evidence of meaningful participation of women and girls in the programming as well as women inclusion in their Leadership. Key words related to the TOR's research questions that guided the literature review were Gender Equality Approaches, Women's Influence, Decision Making, Women's leadership, Organisational practices, and Project implementation. The organisations submitted copies of their Gender Policy, Gender Equality and Social Inclusion Policy, Human Resource Policy, Sexual Exploitation and Abuse Policy and Staffing list to this end[5].

The KII and FGD tools contained ten (10) research questions. The KIIs questions were tailored for the Nexus Leadership who are primarily responsible for strategy formulation and overall project cycle management. The questions were further stratified to Program Design and Implementation (Qs 1 to 4), Technical Expertise (Q 5), Monitoring, Evaluation and Learning (Q9 to 10) and Partnership Engagement of Nexus members (Q9 to 10).

The FGD tool was applied to the Nexus organizations' team members, those who are involved in the daily operations. For operations to be effective and efficient, Beemark sought to determine whether staff are aware of the Gender policy(ies) (Q1), their involvement in the Program Design & Implementation whilst ensuring the varied needs of men, women, boys & girls (Q2 - 4), what their Advocacy and Communication materials look like (Q5), whether an enabling gender sensitive work environment exists hence the Human Resource query (Q6), what Financial resources set aside for Gender concerns, (Q7) and from their Organisational Culture, Beemark obtained a glimpse of their attitudes towards the subject at hand (Q8 & 9). The Final question (Q10) sought to obtain suggestions to map the way forward on the overall TOR question.

The table below shows the methods used:

Table #1: Summary of the data collection methods:

Qualitative data collections methods	
Literature Review (Qualitative)	Beemark reviewed materials related to gender equity, equality and mainstreaming among the 8 Nexus platform members. Materials related to policies and strategies, plans that details gender practices of the consortium members against gender equality criteria and assess their performance in terms of gender equality, women and girls participation and leadership by reviewing current project documentation, design and implementation in terms how it is addressing gender equality (e.g. are projects based on gender

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[5] Program Annual reports which would have served to triangulate institutional reports and actual practice of gender analysis to inform programming for example, were not provided despite the request that they be shared.

	analysis?, are gender issues identified in MEAL processes?, how much budget is invested in gender mainstreaming work, who supports work on gender, accountability systems in place on gender, HR procedures, communication materials etc?). The literature review helped Beemark better understand the research theme and sharpen the assessment process. The results of the desk review were analyzed and incorporated in the report body and used to enrich interpretation of qualitative data during the analysis and reporting.
Key Informant Interviews (KIIs) - Qualitative	Key informant interviews were employed to assess crucial opinions, attitudes, institutional plans of gender focal persons and leadership and managers of the 8 consortium members. The KIIs allowed for in-depth data collection to obtain organizational perspectives and up-to-date information on the subject of study and other related thematic areas. A total of 24 KIIs were conducted. A total of 24 persons including 17 male and 7 female participated in the KII interviews.
Focus Group Discussion (FGDs) - Qualitative	Beemark team conducted Focus Groups discussions (FGDs) with relevant key male and female staff members of the 8 consortium members both at national and field levels. The FGDs sought to establish from staff members tools used to enhance gender mainstreaming and gender equity, organizations efforts at monitoring and learning, capacity development needs, and staff and beneficiary safety and/or care of duty. A total of 8 FGDs (1 per Nexus member organization) sessions were conducted during the data collection process. A total 69 persons including 47 male and 22 female participated in FGDs across all 8 organizations.
Participatory workshop - Qualitative	Beemark Consulting will organize a one-day participatory workshop with the members of the platform and engage them in the development of the practical recommendations for mainstreaming gender equality and women and girls' meaningful participation. Since the consortium members are not in the same location, we recommend to conduct the workshop virtually using zoom. The final recommendations will be integrated into the Nexus IDU.

Sample size by location:

Location/State/Country	Region	District	No. of Nexus member/s	No. of FGDs	No. of KIIs
Puntland, Somalia	Nugal	Garowe	1	1	3
Banadir Region Administration	Banadir	Mogadishu	2	2	6
South West State	Bay	Baidoa	1	1	3
Jubaland State	Lower Juba	Kismayo	1	1	3
Galmudug State	Galgadud	Adado	1	1	3
Hargeisa, Somaliland	Morodi Jeex	Hargeisa	2	2	6
Total			8	8	24

Field data collection plan:

The data was collected from the eight platform members in the six locations of Mogadishu; Garowe, Adado, Baidoa, Kismayo and Hargeisa respectively. WASDA, GREDO and CPD were based outside the three original research locations and their interviews was conducted virtually. Nexus IDU supported Beemark researchers in organizing the interviews of three organizations in Kismayo (WASDA), CPD (Adado) and Baidoa (GREDO) through zoom call. The interviews with SSWC, SADO, KAALO, HAVOYOCO and TASCO was conducted face to face in Mogadishu, Garowe and Hargeisa respectively. The table below shows the detail plan of the data collection including the timeline, the modes, number of the organizations per location and responsible persons.

Data collection plan

Location	Org. name	Timeline and Dates	Modes	No. of FGDs	No. of KIIs
Mogadishu	SSWC	1st and 2nd Aug	Face to Face	1	3
	SADO	3rd and 4th Aug	Face to face	1	3
Kismayo	WASDA	5th and 7th Aug	Zoom call	1	3
Adado	CPD	8th and 9th Aug	Zoom call	1	3
Baidoa	GREDO	10th and 11th Aug	Zoom call	1	3
Garowe	KALO	14th and 15th Aug	Face to face	1	3
Hargeisa	HAVAYOCO	14th and 15th Aug	Face to face	1	3
	TASCO	16th and 17th Aug	Face to face	1	3
Total	**8 members**	**10 days**		**8**	**24**

Limitations of Research Methodology

- o Nexus members did not provide Literature Review material in time. This delayed review of KII and FGDs research questions which was necessary in order to ensure that Beemark captured from the two processes what could have been missing in the literature review.
- o Program Annual Activity reports would have yielded data to verify organizations efforts at designing and delivering Gender Transformative programming. However, as these reports were not shared, Beemark was not able to verify in an objective manner.

4. KEY FINDINGS AND ANALYSIS:

To allow for an intentional review on the question of members approach to gender and their organizational history on the same, Beemark paid attention to Gender Equality Approaches, Women's influence, Decision Making, Women's leadership, Organizational practices and Project Implementation. What is evident is that most Nexus members have institutional policies that reflect the call and commitment to Equity, Non-Discrimination, and Equal access to recourses, Staff Safety and Security of person, Staff recruitment, retention and remuneration based on merit. Many of the documents explicitly define Gender, Gender Equity, Gender Equality, Gender Mainstreaming, Gender Analysis, Discrimination, Sexual Abuse and Harassment. Applying the Gender Integration Framework whilst reviewing the literature, it is evident for most members is that the Political Will of the leadership and Organizational culture as expounded in the policy documents and discussed by participants in the Key Informant Interviews and Focus Group Discussions, does indeed demonstrate an effort towards embracing and working to address gender gaps, being gender aware and aiming to deliver gender transformative interventions.

4.1. Section 1 Programmatic

Program Planning & Design

The overall objective of gender integration is to move towards gender transformative programs and policies thus gradually challenging existing gender inequalities and promoting positive changes in gender roles, norms and power dynamics. The extent to which gender sensitive organizational procedures and methods are used to conceptualize and design development and humanitarian assistance projects in the field serves to achieve the fore going objective. Nexus members have Gender Policies and do conduct Needs Assessments to inform program design. KAALO for example has a Gender Policy guided by the following principles: Islamic Teaching, Gender Participation and Empowerment, Equity and Women Rights are Human Rights.

Program Implementation

It is commendable that Nexus members are working in a fragile post conflict context to promote women, girls, men and boys' participation in all efforts to prevent, resolve and rebuild following conflict, prevent and respond to sexual and gender-based violence and ensure that humanitarian efforts address the different needs and priorities of women, girls, men and boys. That they work towards Gender mainstreaming which holds the power to bring men and women, boys and girls together to battle the forces that separate them and create disparities hindering access to power, resources and benefits, is equally commendable.

However, despite the Gender sensitive programming as inferred by the gender and social analysis, the challenge observed is ensuring that inequalities identified are addressed in subsequent strategies and plans. Nexus Members need to be alive to the practice that Gender is diminished by confusing it with "women". Drawing from all materials perused, nothing came up as concerns for men and boys. Gender was equated with women and girls. The need to pursue an inclusive approach to foster equality cannot be underscored. Therefore, there is need to adapt appropriate language at the community level to avoid gender being interpreted as women's empowerment thus causing tension at the community level. Gender cannot be addressed at the expense of inclusion hence the need for broader inclusion lens that allows for equal emphasis on both genders.

For organizations to be gender transformative, they need to consider programmes that address the structural relations and power structures that underpin gender inequality and social exclusion often through collective action and influencing the enabling environment. It is these programs that seek to establish meaningful and sustainable changes for women and marginalized groups as they serve the strategic needs moving beyond the interventions that address the practical needs.

Technical Expertise

Political good will is not enough to achieve gender integration. Technical capacity of staff is paramount. As suggested earlier, there is need to have at least one Gender Advisor with appropriate sector expertise, technical and programmatic competency to provide guidance to technical and program staff to ensure that the Gender policy is successfully implemented for the six Nexus platform members (KAALO, CPD, HAVOYOCO, TASCO SSWC and GREDO) with gender policy. This Gender Advisor should have responsibilities explicitly included in their job description. He/she will ensure Staff have necessary knowledge, skills and attitudes to carry out their work with gender awareness, train project and program staff in gender planning and analysis, ensure presence of gender sensitive staff members in project planning, monitoring and evaluation and advisory teams in the organizations.

Additionally, a Gender Advisor should be recruited to support two Nexus platform members (SADO, and WASDA) with no gender policy documents and provide technical support in the development of gender policy and train the respective staff members on necessary knowledge, skills and attitudes to carry out their work with gender awareness, train project and program staff in gender planning and analysis, ensure presence of gender sensitive staff members in project planning, monitoring and evaluation and advisory teams in the organizations.

Close to this is the need to be specific on what constitutes the Needs Assessment, Gender and Social analysis that Nexus members are undertaking. For consistency purposes, streamlining work and monitoring efficacy of the Gender analysis process in the project cycle management, a recommendation would be the need to have a Gender Analysis and Program Tool kit. The tool kit will provide working definitions of terminologies used and list tools to apply in the assessment and subsequent analysis that is geared to inform program design, implementation and learning. Some tools for gender analysis to include would be the daily clock, resource and control profile, mobility analysis, community maps, and transect walks. As an example, these tools will provide structure to the process of needs assessment whilst integrating gender concerns.

Monitoring, Evaluation, Accountability & Learning

Monitoring is significant in gender integration. All members reported collecting data and disaggregating it by gender and sometimes age. However, this remains a weak link except for one Nexus Member organization (KAALO), the others did not present in documents or discussions evident of Gender indicators. There is need to design Gender indicators and possibly design a reference sheet to help program staff in program implementation and monitoring. The Gender indicator reference sheet will provide a definition of the indicator, void of ambiguity, link it to the long term outcome or desired impact, classify it as output or outcome indicator, detail how the indicator will be measured and used (for program reporting, impact assessment), what the data source will be as well as the reporting frequency. The reference sheet will additionally state the known data limitations, base and end line time frame.

Learning and feedback loops are weak across all the organizations of platform members. There is need to consider establishing protocols and feedback mechanisms to ensure that the programme is transparent and answerable to target beneficiaries and donors. These mechanisms need to be locally-driven to facilitate and engage communities to become active participants in the process and recognize their role in improving their quality of life as they develop and strengthen agency. Simple qualitative methods such as to bolster iterative learning such as After-Action Review and Outcome Harvesting or quarterly Lessons Learned Roundtable can be instituted to this end. Additionally, and as expertise is gained, organizations could create opportunities for women, girls, men and boys to lead and facilitate impact measurement activities such as the score coding.

There is need to develop positive and negative gender impact reporting and create forums for learning and adapting. In one organization, it was reported that the community was not pleased with women being identified as heads of household and the support rendered thereafter. What emerged from this observation is that there is no evidence of impact monitoring to ascertain and mitigate risks to vulnerable groups – in this case, the women heads of household.

Collect and disaggregate data and evidence that reflects the lived experience of target groups as part of research, informing theories of change, action plans and monitoring and evaluation. This will help Nexus members to capture in their analysis the extent to which gender shapes accountability pathways and extent to which patterns of behaviour vary. Equally important, it will help the partners examine who benefits and who is excluded, whether through intended, unintended, direct or indirect effects.

Partner Organization
Working in partnership with other like-minded organizations towards gender equity helps in building an efficient agency and or movement towards the desired goal. To bolster the efforts of the Gender among the members of Nexus, there is need to be intentional about improving coordination on matters gender. To underline Nexus Member's commitment to gender equity, there is need to ensure that the network facilitates dialogues and members are informed of key issues and development in terms of changing roles, needs and conditions of women and girls, men and boys in the affected community. Continually, ask basic questions such as; Are we addressing the differential needs of women, girls, men and boys? Are we including women and men in decision making, drawing and building on their capacities? Is there a gender equality criteria in our selection of partners?

In the endeavor to support iterative learning on Gender, Nexus members can facilitate joint learning events and processes where members will be convened to share emergent learning from their individual projects around gender. Assumptions be monitored as part of the overarching Theory of change review to understand what is working, but equally what is not working and why. To ground this initiative, it is paramount that partner organizations develop learning questions which are of interest and relevance to partners. This process will help identify what data and evidence each partner should and can collect and analyze. In so doing partners will find ways to leverage learning for advocacy and or building a movement.

4.2. Section 11 Operational

Gender Policies

Six out of the eight Nexus members have Gender policies, but an accountability mechanism to monitor the implementation and efficiency of the gender policies is not evident. The recommendation is therefore to create a Gender Action Plan and a mechanism for its annual assessment plan which could be an Annual Progress Report or Score Card to assess progress. Nexus Members management together with their Human Resource and Resource Mobilization units/Finance need to create and agree on a specific and explicit commitment mechanism to monitor assigning financial and human resources to the plan. In so doing the Nexus members will be able to provide qualitative and quantitative information on the influence of the gender policy on their interventions as well as increase their coverage, effectiveness and efficiency.

Human Resources & Staffing

The Human Resource unit is instrumental in enhancing gender integration by developing and supporting the institutionalization of enabling policies such as the Gender Policy, PSEA, Equal Opportunity Employment, etc., and ensuring a positive climate for women in the Nexus member organizations. To buttress these policies, Human Resource office should periodically review and revise the required competencies for vacancies listed to ensure that they reflect the knowledge, skills and abilities that will be needed by technical and program officers to implement the gender policy.

Additionally, Human resource unit should encourage supervisors to ensure their staff receive the necessary training to meet the standards for the gender competencies in their job descriptions. Supervisors may also be encouraged to use incentives such as On the Spot and Time off Awards, meritorious honor awards and Certificates of Appreciation to recognized accomplishments in gender integration. Recognition of Gender champions who demonstrate exemplary efforts to promote gender integration and achieve the gender policy serve to underscore the significance of the Gender policy and to call out good practice for replication by all staff members.

In conjunction with the Gender Advisor, a recommendation for the Human Resource unit would be that they participate in preparing the Gender Policy Annual Review. During the review exercise, they will verify that relevant budget allocations are being attributed to the gender issues and determine the extent at which results in advancing gender equity objectives are being achieved.

Advocacy, Public Relations & Communications

The role of advocacy, public relations and communication is significant in increasing the capability of women and girls, men and boys to realize their rights, determine their life outcomes and influence decision making in households, communities and societies. The onus is on the Nexus Member organizations to find and build upon local community driven ways of holding power bearers to account to make local improvement as well as identify gaps and opportunities from media and community engagement work. These will help grow legacy organizations to take forward the work of gender equity.

Secondly, Nexus Members need to harness science, technology and innovation to reduce gender gaps. Nexus Members should make bold and imaginative use of new technologies to

change discriminatory social norms and stereotypes and empower both genders to wield great positive influence in the society.

Financial Resources

Throughout the Nexus members, organizations were conducting Gender analysis to inform program development, but they all confessed the lack of resources. A recommendation would be for findings of the gender analysis to be incorporated in program funding solicitations whether as stand-alone projects or through appropriate targets and indicators that are inclusive of identified gender concerns. The resource mobilization unit/Finance should ensure enough resources are available to carry out the functions of the gender policy. To support this quest, Board members could arrange roundtable sessions with donors to mobilize funds for addressing gaps needs, priorities and capacities for women, girls, men and boys.

The Finance unit could also use the power of office to highlight the importance of gender equality as a key development objective – that long-term development is only possible when all genders enjoy equal opportunity to achieve their potential. A call for flexibility in the expenditure of funds allowing program to adapt quickly would also serve to enhance gender concerns.

Organizational Culture

For purposes of credibility and integrity to the gender equity discourse, and hold themselves accountable, Nexus members should model the change they want to see about gender equity. They need to be seen to walk the talk. They should start by identifying a Gender Focal Person or a Gender Champion within the core management team. The role of this person is to encourage organizational culture change and support other staff to take gender inequality into account in their daily activities and operate in ways that promote equality. The person could also lead in the development of Handbooks on Gender Equity, Mainstreaming, Social analysis, etc., and lead in individual and quarterly group check-ins on how gender transformation is panning out in the organization.

Nexus Members need to work towards gender inclusive leadership practices and start by celebrating and encouraging women, calling out Bias, championing and defending gender initiatives and challenging working practices that fail to reflect gender sensitives. This can be achieved by setting out a quarterly forum which nourishes self-reflexivity and staff are free and safe to call out biases and design mitigation measures, pause and reflect on good practice for replication moving forward, support and empathize with people who are different from themselves and these participants can be the role models of gender inclusive leadership in the respective organizations.

Organizations may also consider hosting forums where role models give voice to the substantial joys and rewards of leadership thus inspiring more qualified women to stay connected through the difficult mid- career years. Formation of a lean in circle of sorts will strengthen women by connecting them with coaches, mentors and most particularly sponsors willing to teach, protect and promote them as the navigate the corridors of power. Equally important is the need to sustain them through flexible working arrangements that do not shackle them to long commute and fixed hours in the office. COVID era has demonstrated that alternate work modalities can suffice. Such an enabling work environment will encourage women to stay the course and

achieve their professional goals while modelling to younger women and men that professional growth is possible.

Existing gaps and Opportunities:

Review/development of gender policies for Nexus Platform members: All members reported having policies that allow for gender mainstreaming and social analysis to inform designing, planning and implementation of program interventions. However, none was able to articulate concisely what specific tools they were using as they conducted needs assessment and gender analysis. Members can choose one of the following tools or better still, review the tools and develop a hybrid tool specific to their context. This will allow for a systematic effort where all staff are aware of the tool employed and the issue is not left to the preferences of program staff. Tools for consideration are:

a) Gender Analysis Matrix
b) Social Relations Approach
c) Moser Framework
d) Harvard Analytical Framework and People Oriented Planning
e) Capacities and Vulnerabilities Analysis Framework
f) Women's Empowerment Framework.

Closely linked to this is the need for a similarly transformative tool at the community level. This tool will initiate a process of analysis by the community members themselves with guidance from facilitators of course from the program intervention implementers. The tool will encourage target beneficiaries to identify and constructively challenge their assumptions about gender roles. The tool will further be used for –

i. Planning to determine whether potential gender effects are desirable and consistent with program goals.
ii. Program intervention design given gender considerations may change the design of the project.
iii. Monitoring and evaluation to address the broader program intervention impacts both intended and unintended.

Trainings of staff members on gender policies and other internal control policies and procedures. There is need to set aside adequate resources including time, and skills to ensure a serious systematic effort towards building technical capacity on the subject. Failure to do so will result in delivery of program interventions that are just accommodative of gender issues and not necessarily transformative which is the desired end.

Elevating women to leadership position: The lived truth for many women, girls, men and boys, is that power is central to accessing resources and benefits that can improve one's competences. People must get more power in order to change their position. This is the same for women. Empowerment is not given; it must be self-generated. Therefore, organizations need to consider providing women with enabling resources which allow them to take greater control of their own professional lives which then creates a multiplier effect as women learn to determine what kind of gender relations they want to work in (the office space) and live in (the community space), they learn and model to others, strategies and alliances to help them get to gender equity and equality.

Nexus members may consider addressing strategic gender needs when designing program interventions for the communities where they work. Moving beyond the practical needs of both

genders to strategic needs will enable women, girls, men and boys transform existing imbalances of power between them to achieve greater equality whilst challenging their subordinate positions. With interventions that target strategic needs, communities move to the level of addressing structural issues that feed into the imbalances that leave no room for equity.

4.3. Visual on Organization's History on Institutionalization of Gender Policy

Institution	Documents	Date
KAALO	Prevention of Sexual Exploitation and Abuse (PSEA) Policy	Not indicated
	Gender Policy	2018
	Child Protection Policy	November 2018
CPD	Code of Conduct	September 2015
	Gender Equality & Social Inclusion Strategy	2017
	Prevention of Sexual Exploitation and Abuse (PSEA) Policy	January 2019
GREDO	Human Resource Policy	Not Indicated
	Gender Equity Policy	February 2020
SSWC	Human Resource Policy	December 2017
	Equal Opportunity Policy	December 2019
	Gender Policy	Not indicated
WASDA	Prevention of Sexual Exploitation and Abuse (PSEA) Policy	2020
	Code of conduct for staff	2018
	Code of conduct for non-staff	2018
SADO	Human Resource Manual	July 2014
	Performance Management Plan (PMP) Manual	July 2014
	The Inter Agency Minimum Standards for GBV in Emergencies	2019
HAVOYOCO	Human Resource Policy	February 2016
	Gender Policy	June 2016
TASCO	Human Resource Policy TASCO Child Protection Code of Conduct Gender Policy	10th February 2007[6] 30th May 2015 Not dated. 28th February 2019.

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[6] The manual was scheduled for review in April 2011, and it is not clear to Beemark that this review was conducted.

4.4. Organizational Strengths and Actions for Improvement

Centre for Peace and Democracy (CPD)

Strengths

CPD has a strong political will towards gender mainstreaming. They have a gender policy, a PSEA policy with an Action Plan for monitoring its implementation, a Code of Conduct and a Gender Equality and Social Inclusion Strategy. Staff participating in the key informant interviews were informed on the needs assessments and disaggregation of data based on sex and age for prioritization and capabilities relating to programming. The organization also conducts gender analysis as part of programming needs assessment and analyses the findings. In terms of strategic planning, CPD ensures a linkage between the gender specific needs identified for the programs sector, project activities and tracking of outcomes. Evidently, Gender issues are mainstreamed in programming from proposal development, program design to implementation. The organization has policies and guidelines that inform their engagement with women, girls, men and boys that ensure friendly approaches and that duty of care arrangements are in place. CPD suppliers are also expected to sign off on some of these policies such as the PSEA one.

Areas for Improvement

o The struggle to secure financial resources to support transformative gender programs is real in CPD and they report sharing the resource gaps with donors and relevant stakeholders. There is need for ingenuity in resource mobilization, considering round tables to highlight efforts and impact of transformative gender programming with a view to increasing the resource pool for activities.

o In project monitoring and evaluation, CPD gets feedback from women, girls, men and boys to improve programing. This needs to be enhanced through the creation of visibility materials, succinct impact reporting products, harnessing of social media (where and when possible), and creation of learning forums to share best practices for replication and/or avoidance.

Gargaar Relief and Development Organization (GREDO)

Strengths

GREDO has a comprehensive Gender Equity Policy which program staff are required to use in their work to allow them to realize their project objectives and goals. Through gender mainstreaming and prevention of gender-based violence, the organization designs its activities and provides gender segregated analysis into overall design to ensure gender sensitivity while prioritizing female inclusions in decision-making committees such as project implementation committees. GREDO ensures descriptions of targeted beneficiaries is informed by data collected during baseline need assessments.

Area of Improvement

o GREDO would profit more from their Gender Equity Policy if they considered identifying a Gender Advisor or Champion to spear head implementation and monitoring of the policy, as well as setting aside resources towards implementation of the said policy.

- GREDO is concerned that women are busy with productive and reproductive roles thus disinterested in joining committees (read Communal roles) set up in line with program activities[7]. This situation is further exacerbated by a patriarchal community that does not support the inclusion of women in the said committees. Investing in a strategic communication expert even for a short-term assignment would help GREDO learn Reframing, Advocacy and Lobby skills to address obstacles in communicating their agenda to target beneficiaries.
- According to the staff lists shared by GREDO, out of the total 276 staff members, only 33% are female while 66% are male. Only one female is in senior management position while all the rest are project staff members at the field level. There is a need for GREDO to increase number of women in its management staff in order to be gender inclusive.

Social-Life and Agriculture Development Organization (SADO)

Strengths

SADO has three policy documents that speak to duty of care for staff and rights-based approach to program interventions. SADO's Human Resource Manual is premised on equality of opportunities for both gender and ethnic diversity. They are an equal opportunity employer who encourage opportunities for personal and professional growth. SADO has a Performance Monitoring Manual whose mainstay is participatory approaches to programming and empowerment of target groups to take control of decisions and resources that affect their lives. SADO also has a Safety and Security Manual which is commendable given the work environment and need for duty of care.

Areas of Improvement

- The Human Resource Manual is dated July 2014 and would do with a review in the spirit of learning and adapting.
- A Gender Policy with implementation plan and requisite resources not only for its implementation but also for addressing gender gaps in programming would benefit this organization and affirm its commitment to gender equality.
- Drawing from the Staff list shared, of the total 46 staff, only 9 are female which translates to a paltry 19.56%, of the management team of 7 only one is female which is 14.2%. The organization did observe that few women apply for vacancies listed. To mitigate this, SADO should consider scouting for talent and joining relevant networks to increase the pool of possible qualified female candidates.

Save Somali Women and Children (SSWC)

SSWC has political will towards gender integration. They have an Equal Opportunity Policy (dated 2019) that emphasizes equal employment opportunity and equal access to services, programmes and activities for staff and beneficiaries. Staff are required to append their signature to affirm compliance. They also hold a Human Resource Policy dated December 2017 which commits to development of positive policies to promote equal opportunity employment at all levels in the organization. Their Gender Policy outlines adherence to gender and equality, Justice, Gender empowerment, locally driven gender programs and the practice

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[7] GREDO Key Informant Intervieee 1, stated that, "Women are busy on domestic issues and do not show much interest in joining committees, rather support and push male members to do so."

of consultative meetings with local communities to determine the design and implementation of programme interventions. On monitoring of program interventions, SSWC has a Gender marker whereby they code activities while reporting on them and thus inform on extent and intensity of reach for beneficiaries.[8]

SSWC also has a Code of Conduct which enlisting staff are trained on, they organize regular Sexual Exploitation and Abuse (SEA) capacity building trainings and recruit focal persons to serve in as SEA focal points.

Areas of Improvement.

- o There is need to consider instituting a call to review existing policies regularly to determine what is working and what is not, in order to discard bad practices and improve by putting in place mitigation measures.
- o Whereas Program interventions are deliberated upon during consultative meetings with community members, there was no evidence of interventions targeting men and boys. For instance, there was provision of dignity kits for women and girls, but at the exclusion of the male gender. Ingenuity in designing interventions to ensure that all genders are seen to benefit from a process would mitigate any backlash effects on the interventions that may arise due to leaving one gender out of the equation.
- o One of the obstacles SSWC encounters is messaging the gender equity call to community who understands it as pitting the female gender against the male gender and contrary to their religious teachings. The challenge is for SSWC to possibly consider engaging duty bearers and claim holders who can engage in public discourse on the topical issues without further alienating any of the groups. Community can be rallied along national days of marginalized groups such as Day of African Child, 16 Days of Activism against Gender Violence. Another tool could be Participatory Theatre whereby a skit on a gender related theme is acted out and community engagement is pulled in as the actors engage with them. The challenge with participatory theatre is securing skilled actors well versed with gender concerns who would be able to stir back the content into direction desired by the skit.

KAALO Aid and Development Organization (KAALO)
Strengths

KAALO has a gender policy that safeguards project implementation, program staff recruitment and procurement tendering processes. To ensure gender mainstreaming in program interventions, KAALO conducts community engagement sessions. They also use a Gender Social Calendar to ensure that community members can access and meaningfully participate in the community engagement sessions.

To bolster program implementation in light of gender, KAALO has increased female staff recruitment and set aside forums for women to encourage each other, designed an outcome indicator that seeks to determine gender and level of participation as well as conduct annual training on gender policy and training on the code of conduct during staff induction.

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[8] The only Nexus Member with this practice. Others would do well to consider this tool in their accountability pathways.

Areas of Improvement.

o KAALO needs to design specific Gender Analysis tool to provide guidance for the Community engagement sessions. This will serve as a tool kit to aid gender mainstreaming for programming and ensure all KAALO staff speak from the same page and mitigate ambiguity – "There is no specific tool we use, but every program must have both female and male to participate,"[9] or "No specific tools (for gender analysis) but gender policy is guiding us."[10]

o Where program interventions are determined based on needs observed during assessment and not necessarily identified by community members during the consultative sessions, the onus is on the program staff to drum up support and advocate for the initiative with significant opinion leaders to rally support for their intervention. KAALO staff reported that of distribution of menstrual hygiene kits "Community did not know of their benefits and sometimes they were ashamed.[11]" An innovative advocacy and communication strategy would have mitigated this quagmire.

o Learning and adapting needs to be intentional for KAALO. The organization lists challenges faced from community members who question why forums are arranged for women only, they disagree with the selection criteria allowing for women to receive support as heads of household and note the absence of women during monitoring of program activities/interventions. KAALO needs to move beyond listing of obstacles and discern mitigation measures to these obstacles: Qualitative impact reporting tools can be used such as After-Action Review and Snapshot surveys to help discern mitigation; Strategy Review or Rolling Assessments to allow program staff pause and reflect can yield measures to inform future program interventions.

Horn of Africa Voluntary Youth Committee (HAVOYOCO)
Strengths

HAVOYOCO has a detailed Gender policy which states categorially that gender equity and equality are central in its interventions. The policy calls for partnership between men and women to bring about changes in attitudes, behavior, roles and responsibilities and commits to provide adequate resources to support the initiative. As an institution they provide an outline of principles which are informative for technical and program staff engaged in gender equity work. Some of the principles are providing opportunities and space for the participation of women in all levels, equal participation and access to economic activities, equal representation in decision making, eradication of all forms of GBV, engendering policies and programs, all of which can be measured objectively to gauge HAVOYOCO's performance on them.

The organization has a couple of tools and practices that serve gender concerns favorably: Gender Core Group/Gender Focal person with specific terms of reference and quarterly reporting deliverables to the Country Representative; Engendered Staff Polices as detailed in the Human Resource Policy which is reviewed every year; Gender Sensitivity included as an

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[9] Remarks made by KAALO KII 2.
[10] Remarks made by KAALO KII 3.
[11] Remarks made by KAALO KII 1.

objective of appraisal during annual staff performance reviews; and annual staff capacity building sessions.

Areas of Improvement

- o The organization is committed to designing a Gender Mainstreaming Guideline and Checklist to be endorsed by the Board of Directors. This quest needs to see the light of day for it would be a strong advocacy tool for technical staff and the Gender Focal Core Group.
- o HAVOYOCO clearly articulates their quest to lead strategic partnerships and networking to facilitate experience sharing through workshops, review meetings, and dialogues. A recommendation would be to institute this practice in the organization's calendar of events and document the findings explored on best practices on gender mainstreaming, lessons learned for posterity, as well as discern opportunities for collaborative ventures towards the common goal of gender transformation.
- o Programmatically, Gender policy entails Grant Making, Indicators, Bench Marking and Gender Responsive Costing and Budgeting. These are good tools which need to clearly be spelt out in a hand book of sorts – they are mentioned in the Gender Policy, but not annexed.

Wajir South Development Association (WASDA)
Strengths

The organization has a PSEA Policy that details zero tolerance and disciplinary action to be taken in event of deviation from the norm. They have a help line to ease reporting and a defined SEA intake and referral form. WASDA uses the Inter Agency Minimum Standards for GBV in Emergencies programming which underlines the call for women and girls' participation and empowerment, Women and Girls' safe spaces and need to transform systems and social norms. They have a Child Safeguarding Policy (dated May 2018) which is guided by the UN Convention on the Rights of the Child; a Diversity Policy and Anti-harassment Policy.

To ensure Gender analysis that informs their program interventions, they conduct need assessments, Focus Group Discussions and hold Key informant interviews. Data collected is disaggregated by gender. They conduct base and end line assessments which help them monitor outcome indicators.

Areas of Improvement

- As an Organization, WASDA needs to develop appropriate tools specific to their context even as they borrow instruments from other actors in the field. The need for a Specific Gender Analysis framework cannot be overstated. A specific tool, be it the Gender Analysis Matrix, Moser Framework, or another of their choice, allows for a systematic effort towards gender mainstreaming and integration.
- According to the list of staff shared, with a total of 99 active staff members, only 33% are female while 66% are male. Therefore, there is a need for WASDA to increase its female staff.

Taakulo Somaliland Community (TASCO)

Strengths

TASCO submitted the following policies for literature review: Gender Policy, Child Protection Policy, and a Human Resource Policy. From the KIIs, staff stated that TASCO holds a Gender Equity and Social Inclusion Policy and PSEA policy. According the FGD respondents, TASCO sets aside 30% of their resources for gender program interventions and ensures 70% female representation in the project committees set up for activity implementation. The organization conducts gender analysis and uses gender markers to inform and monitor activity planning, implementation and monitoring. They also conduct base and end line assessments to identify negative impacts of the program's interventions on both women and men. With regard to technical expertise, TASCO is intentional about recruiting staff with Gender and Protection expertise.

Areas of Improvement.

- Review of existing policies for TASCO is a priority. For example, the HR policy was last reviewed in 2007, the Child Protection Policy in 2015. Review of policies allows for improvement of processes as informed by lessons learned and ensures that support for best practices is drummed up.
- Closely linked to the above, TASCO states that they will "Promote and use creative ways of engaging men and boys as agents of change in the pursuit of gender equality and equity.[12] There is need firm up this commitment by regularly reporting on it and sharing the lessons learned with other NEXUS membership to facilitate inclusive programing. The need to set up a schedule and timeline for reviewing gender performance is equally important.
- The Gender Mainstreaming Monitoring and Evaluation Tool is Optional. It would be prudent to review why the tool is optional and be intentional about its use and when while implementing activities.
- From the interviews, monitoring of program interventions needs to look not only on the negative impact but also the positive so as to share these findings as best practices for replication. They also need to analyze the impact of these interventions for girls and boys.

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[12] "Gender Policy Page 10

5. RECOMMENDATIONS AND CONCLUSIONS:

Program Planning & Design

- Develop working definitions of principles that will inform their Gender policies, Gender Mainstreaming and Social analysis materials such as gender handbooks and other relevant materials that can be translated to Somali language for the staff members.
- Develop harmonized gender analysis framework and tools to provide a structure of organizing information about gender roles and relations to be used as a guidance by the Nexus platform members during the planning and designing of the programmes.
- Develop and/or review a gender mainstreaming strategy which involves on the integration of gender perspective in the preparation, design, and implementation and monitoring, evaluation, learning and adaption of Nexus members policies and programmes across all the Nexus members. This will encourage members to respond more effectively to the needs of all community members' e.g men, women, boys and girls and ensure inequalities are not perpetuated.

Program Implementation

- Advocate for the development and implementation of gender specific programs such as but not limited to programs that address the structural relations and power structures that underpin gender inequality and social exclusion in the respective areas of operations.
- Join hands with other organizations with similar vision to enhance and promote gender equity and equality and establish a collective action that will influence enabling environment. This will help establish meaningful and sustainable changes for women and other marginalized groups.
- The community's negative perception regarding that gender is all about women empowerment is disturbing. Nexus members need to design inclusive approaches and provide more orientation and capacity building to all community beneficiaries. This will increase the community's level of understanding about gender perspectives in programs.

Technical Expertise

- Develop capacity building plan and enhance the capacity of the organizational staff members through trainings in gender mainstreaming programming.
- Recruit gender advisor to provide technical guidance on the development and/or review of the existing gender mainstreaming policies/strategies and provide guidance to the platform members to implement their respective gender mainstreaming policies/strategies.
- Engage a gender advisor to provide technical support in the development of gender mainstreaming tool kit that will help Nexus members design, develop, implement, monitor, evaluate and adapt gender equity and equality programming.
- Recruit gender advisor to support the Nexus platform members develop capacity building plan, training materials and train the staff members of the organizations. The materials will be translated to Somali language and referenced to Islamic teachings.

Monitoring, Evaluation, Accountability & Learning

- Design Gender indicators and possibly design a reference sheet to help program staff in program implementation and monitoring. The Gender indicator reference sheet will provide a definition of the indicator, void of ambiguity, link it to the long term outcome or desired impact, classify it as output or outcome indicator, detail how the indicator

will be measured and used (for program reporting, impact assessment), what the data source will be as well as the reporting frequency. The reference sheet will additionally state the known data limitations, base and end line time frame.

- Establish protocols and feedback mechanisms to ensure that the programme is transparent and answerable to target beneficiaries and donors. These mechanisms need to be locally-driven to facilitate and engage communities to become active participants in the process and recognize their role in improving their quality of life as they develop and strengthen agency.
- Develop positive and negative gender impact reports that will create learning and adapting across all the platform members.
- Collect and disaggregate data and evidence that reflects the lived experience of target groups as part of research, informing theories of change, action plans and monitoring and evaluation. This will help Nexus members to capture in their analysis the extent to which gender shapes accountability pathways and extent to which patterns of behaviour vary.

Partner Organization

- Build an efficient agency or movement towards gender equity: Ensure the network facilitates dialogues and members are informed of key issues and development in terms of changing roles, needs and conditions of women and girls, men and boys in the affected community.
- Support Iterative learning on gender by facilitating joint learning events and processes where members convene to share emergent learning from their individual projects around gender.

Gender Policies

- Create a Gender Action Plan and a mechanism for its annual assessment plan which could be an Annual Progress Report or Score Card to assess progress.
- Nexus senior management team together with their Human Resource and Resource Mobilization units should create and agree on a specific mechanism to monitor financial and human resources to help them plan. This will provide qualitative and quantitative information on the influence of the gender policy on their interventions as well as increase their coverage, effectiveness and efficiency.

Human Resources & Staffing

- The Nexus platform Human Resource units should play key role in enhancing gender integration by developing and supporting the institutionalization of enabling policies such as the Gender Policy, PSEA, Equal Opportunity Employment, etc., and ensuring a positive climate for women.
- The HR should conduct periodically review and revise the required competencies for vacancies listed to ensure that they reflect the knowledge, skills and abilities that will be needed by technical and program officers to implement the gender policy.
- Human resource units should encourage supervisors to ensure their staff receive the necessary training to meet the standards for the gender competencies in their job descriptions.

- Promote equal opportunities and transparent employment processes for male and female candidates while ensuring the gender balance by encouraging female candidates to apply.

Advocacy, Public Relations & Communications
  o Conduct community power analysis for gender transformation
  o Each organization to develop advocacy plan
  o Build networks and alliance with other gender focused organization if possible
  o Find ways and build upon local community driven ways of holding power bearers to account to make local improvement as well as identify gaps and opportunities from media and community engagement work. Nexus members to harness science, technology and innovation to reduce gender gaps: Make bold and imaginative use of new technologies to change discriminatory social norms and stereotypes and empower both genders to wield great positive influence in the society.

Financial Resources
- Gender Analysis Findings to be incorporated in program funding solicitations whether as stand-alone projects or through appropriate targets and indicators that are inclusive of identified gender concerns.
- Board members to arrange roundtable sessions with donors to mobilize funds for addressing gaps needs, priorities and capacities for women, girls, men and boys.
- Finance Unit to use power of office to highlight the importance of gender equality as a key development objective – that long-term development is only possible when all genders enjoy equal opportunity to achieve their potential.
- Flexibility in the expenditure of funds allowing program to adapt quickly would also serve to enhance gender concerns.
- Nexus members should always budget for gender activities.
- Always budget for the training and capacity building activities of the staff members and beneficiary communities.

Organizational Culture
- The Nexus Board directors and the senior management should encourage an open discussion on gender diversity and provide guidance on how to improve gender diversity and representation of women in senior positions among all Nexus members'.
- Nexus platform members should identify and recruit a Gender Focal Person within the core management team to encourage organizational culture change and support other staff to take gender inequality into account in their daily activities and operate in ways that promote gender equity and equality.
- All members of the Nexus platform to conduct annual staff behaviour survey to determine the behaviour of their staff members in relation to gender mainstreaming. This will ensure reinforcement of Gender sensitive behavior and procedures to prevent and address sexual abuse and exploitation.

6. ANNEXES:

List of Key Informant Respondents:

No.	Name	Gender	Organization
1	Abdullahi Mohamed Mohmud	Male	WASDA
2	Zubeyda Abdirashid	Female	WASDA
3	Ismail Abdullahi	Male	WASDA
4	Mohamed Hillow	Male	SSWC
5	Qali Jamac	Female	SSWC
6	Yussuf Abdirahman Gedi	Male	SSWC
7	Fadumo	Female	SADO
8	Ibrahim Mohamed Dire	Male	SADO
9	Mohamed Abdirizak	Male	SADO
10	Mohamed Bireek Adam	Male	KAALO
11	Omar Sheikh Hamud	Male	KAALO
12	Mohamed Hussein Zuber	Male	KAALO
13	Ali Mohamed Ali	Male	GREDO
14	Abdinasir Abdi Osman	Male	GREDO
15	Fowzia	Female	GREDO
16	Ali Farah Ahmed	Male	CPD
17	Suleiman Mohamed	Male	CPD
18	Daud Bishar Muhumed	Male	CPD
19	Hamda Mohamed Haybe	Female	HAVOYOCO
20	Mohamed Ali Yussuf	Male	HAVOYOCO
21	Mohamed Yussuf Kamil	Male	HAVOYOCO
22	Mohamed Mohamud Duale	Male	TASCO
23	Bilan Jama	Female	TASCO
24	Kowsar Musse	Female	TASCO

List of Focus Group Discussions Respondents:

No.	Name	Gender	Organization
1	Mustafa Mohamed Mohamud	Male	GREDO
2	A/kadir Mohamed Abdi	Male	GREDO
3	Mohamed Ali Duale	Male	GREDO
4	Hawa Ibrahim Abdullahi	Female	GREDO
5	Mohamed Ifiye Mohamed	Male	GREDO
6	Abdiwali Sharif Ali	Male	GREDO
7	Mohamed Ahmed Mohamed	Male	GREDO
8	Ali Mohamed Ali	Male	GREDO
9	Hani Abdullahi Ali	Female	GREDO
10	Abdullahi Mohamed Hussein	Male	GREDO
11	Fathe Noor Mohamed	Female	KAALO
12	Maymuna Abdinoor	Female	KAALO
13	Muse Ahmed	Male	KAALO
14	Abdirashid musa Ali	Male	KAALO
15	Hassan Abdinoor Khalif	Male	KAALO
16	Abdulrahman Mohamed Said	Male	KAALO
17	Mohamud Ahmed Mohamed	Male	KAALO
18	Abdikadir Duale Abdi	Male	KAALO
19	Bashir Adan Mohamed	Male	KAALO
20	Abdirahman Osman	Male	SSWC
21	Mohamud Mohamed	Male	SSWC
22	Nuria Hussein	Female	SSWC
23	Fooz Dahir	Female	SSWC
24	Sadio Hussein	Female	SSWC
25	Halimo Mohamud	Female	SSWC
26	Suiad Mohamed	Female	SSWC
27	Rowtha Hussein Adan	Female	SSWC
28	Abdihakim Sharif	Male	SSWC
29	Abdi Mohamed Hillow	Male	SSWC
30	Abdirahman Dayow	Male	SSWC
31	Fatuma Isse	Female	SADO
32	Fatuma Ali	Female	SADO
33	Rahmo Yussuf	Female	SADO
34	Abdinasir Hallane	Male	SADO
35	Hussein Ali	Male	SADO
36	Bashir Hussein	Male	SADO
37	Ibrahim Diriye	Male	SADO
38	Bishar Daud Bishar	Male	CPD
39	Mohamud Abdikafi	Male	CPD
40	Isse Ubaid	Male	CPD
41	Ali Abdinasir	Male	CPD
42	Muhdin Murub	Male	CPD
43	Wambo Robert	Male	CPD

44	Mohamed Suleiman	Male	CPD
45	Ali Issa	Male	CPD
46	Mohamud Abdullahi	Male	CPD
47	Abdullahi Ismail Abdikadir	Male	WASDA
48	Ibrahim Yussuf	Male	WASDA
49	Mohamed Abdinoor	Male	WASDA
50	Bashir Khalif	Male	WASDA
51	Ahmed Khalid	Male	WASDA
52	Omar Ali Mohamed	Male	WASDA
53	Hassan Dahir	Male	WASDA
54	Ebyam M Omar	Female	WASDA
55	Faqira Abdullahi Mathey	Female	WASDA
56	Ayan H Abdullahi	Female	WASDA
57	Hirad Yassin Jamac	Male	HAVOYOCO
58	Fatiyo Hussein Farah	Female	HAVOYOCO
59	Mohamed Jamac	Male	HAVOYOCO
60	Mohamed Yussuf Kamil	Male	HAVOYOCO
61	Mohamed Ali Yussuf	Male	HAVOYOCO
62	Ayan Ismail Yussuf	Female	HAVOYOCO
63	Fadumo Musse Sh. Abdullahi	Female	HAVOYOCO
64	Mohamed Adan	Male	HAVOYOCO
65	Ibrahim Hayir Diriye	Male	HAVOYOCO
66	Hamda Mohamed Haybe	Female	HAVOYOCO
67	Kowsar Musse	Female	TASCO
68	Mohamed Mohamud Duale	Male	TASCO
69	Bilan Jama	Female	TASCO

List of documents used:

Org name	Documents and Materials used
CPD	PSEA policy
	Code of conduct
	GESI
	Action plan
	PSEA CAR
	No. of staff members
SSWC	Procurement Policy and Procedure
	Gender policy
	Bi-annual narrative report
	Communication policy and procedure
	Conflict of interest policy statement
	CRS Som Technical Narrative report
	Equal Opportunity Policy statement
	Human Resource Manual
	Staff Lists
	M&E policy and procedure
	Project Proposal
	2 SHF final narrative reports
	SSWC Strategic plan
	Anti-corruption/whistle blowing policy
SADO	HR and admin
	PME Manual
	Pro manual
	Safety & Security manual
	Staff list
KAALO	Child Protection Polict
	Gender Policy
	PSEA Policy
HAVOYOCO	Financial Policy
	Gender Policy
	Human Resource Policy
	Procurement and Admin Policy
GREDO	Gender Equality Policy
	Human Resource Policy
	DRA Narrative Report
	DRA Proposal, Budget and Workplan
	Danwadaag Quarterly Report
	Danwadaag Partner Project Concept note and work plan
	BRICS Quarterly Report and Budget
	Staff list
WASDA	Human resource manual
	Procurement policy and procedures
	Anti-fraud and whistle blowing policy
	GBV in emergencies policy

	Child safeguarding Policy
	Code of conduct Poliy
	PSEA Policy
	Safety & Security Management Plan
	Risk management Policy
TASCO	Child Protection Policy
	Code of Conduct
	Human Resource Policy
	Gender Policy

Terms of Reference (TOR) – Conducting gender assessment on NEXUS Consortium Member Organizations – Mogadishu,Hargeisa and Garowe:
Location: Mogadishu, Hargeisa and Garowe

1. Background

NEXUS is a platform for change in response to the contemporary challenges to Somalia and Somaliland. The main goal of NEXUS Consortium is to transform humanitarian, development and peace ecosystem. The consortium, led by eight pioneering Somali NGOs, aspires to advance a locally driven agenda for change by building partnerships between communities, civil society and the public and private sectors as well as through the implementation of integrated and sustainable interventions across the triple Nexus of humanitarian, peace and development.

The NEXUS platform in Somalia/Somaliland was formed in 2019 and it is comprised of eight core members: Centre for Peace and Democracy (CPD) ,Gargaar Relief and Development Organization (GREDO) ,Horn of Africa Voluntary Youth Committee (HAVOYOCO) , KAALO Aid and Development, Save Somali Women and Children(SSWC) , Social-Life and Agriculture Development Organization (SADO) , Taakulo Somaliland Community(TASCO) and Wajir South Development Association(WASDA).

Nexus core members possess wide-ranging technical capacities and represent communities across all Federal Member States of Somalia and Somaliland. Nexus has two international partners who are committed to the localization agenda – Oxfam and Save the Children – and who will support Nexus during its first three years.

By breaking the silos of humanitarian aid, development and peacebuilding and by creating much- needed spaces for local organizations to lead the way in seeking, scaling and integrating solutions across these sectors, Nexus proposes local leadership as more than a means of realizing localization commitments – but as a revolutionary reform to the international systems at play in Somalia.

The NEXUS Institutional Development Unit (IDU) is one of NEXUS' 5 pillars and is a mechanism for organizational strengthening that leverages the collective experience and expertise of Nexus partners to enhance the capacity of Somali civil society to deliver responsive, integrated and community-owned interventions. As part of the IDU, and with support of Save the Children, the Nexus Platform is looking for a consultant to undertake a gender assessment on its eight (8) member organizations. The gender audit aims to map women's influence on humanitarian decision making by asking learning questions on how women and girls are consulted and involved in decision making in the design, implementation and evaluation of their humanitarian programmes.

2. The purpose of the study

The purpose of the study is to identify and understand NEXUS members' approaches to gender, the meaningful participation of women and girls in the programming as well as their leadership and map recommended actions that will support gender equality approaches and women's leadership in future NEXUS programming.

3. Specific objectives

- o Assessment of organization gender equality approaches and gender equality practices (Document organization's history on gender equality/ position and practices current commitments available policies and guidelines. Find out practical concrete evidences).
- o A comprehensive review of the programme approaches to gender equality and equity and women's leadership by NEXUS member organizations.
- o Assessment of organization staff (leadership/management, project staff and gender focal points) understanding of gender equality and equity mainstreaming as well as their capacity to implement both gender mainstreaming and gender stand-alone programmes.
- o Identification of the current challenges and areas of concern related to gender and women's leadership, both in the organizational practices as well as in their areas of work.
- o Formulate recommendations to ensure NEXUS members' projects effectively address identified gender gaps and promote women and girls' meaningful participation and leadership.

4. Scope of the assignment

The consultant will specifically focus on the strategies NEXUS members have in place and potential gaps to be addressed to strengthen approaches to strengthen gender equality and women's leadership as part of the organizational practices and in project implementation. The audit will provide actionable recommendations to deliver on gender equality commitments in practice. The successful candidate shall travel to Garowe, Mogadishu and Hargeisa for the assignment with no logistical facilitation of SCI, further the consultant should contain all costs including relevant taxes.

5. Proposed methodology of the Gender auditing consultant.

In each of the above areas, the consultant is expected to
- o Review the gender mainstreaming policies/strategies/plans that inform the current practices of the eight NGOs against gender equality criteria.
- o Assess the performance of the eight Nexus member organizations in terms of gender equality, women and girls participation and leadership by reviewing current project documentation, design and implementation in terms how it is addressing gender equality (e.g. are projects based on gender analysis, are gender issues identified in MEAL processes, how much budget is invested in gender mainstreaming work, who supports work on gender, accountability systems in place on gender, HR procedures, communication materials etc).
- o Conduct Focus Group Discussions with the organizations' male and female staff both at national and field level to gauge current capacity and capacity development needs, beliefs and attitudes around gender equality. Conduct Key Informant Interviews with organization's gender focal persons as well as with organization leadership and managers.
- o Develop practical recommendations for mainstreaming Gender Equality and women and girls' meaningful participation and leadership together with the organizations in a participatory workshop and that can be integrated in the NEXUSIDU.

6. Deliverables

The consultant is expected to deliver;
- Inception report detailing the methodology the consultant will use, the budget, and work plan.

- A gender audit report indicating the strengths and weaknesses regarding gender and women's leadership that the core NEXUS member organizations have with clear strategies and recommendations on how to address weaknesses, taking into consideration all of the above. The final report outline should be as proposed:
  - The executive summary providing the background, major conclusions about the recommendations, and lessons learned (total 2-4 pages).
  - The main report (around 30 pages without annexes) of which a substantial part will be the main conclusions and recommendations (disaggregated into organizations).
  - These should be substantiated with more detailed information only to the extent necessary.
  - Detailed findings should be referred to the annexes. Conclusions and recommendations in the main report should have references to the relevant findings in the annexes.
  - The annexes should provide all information necessary to substantiate major conclusions and recommendations in the main report. The Terms of Reference, the teams' itinerary, list of persons interviewed, and list of documents used should be annexed.

7. Management and supervision of consultancy

The consultant will report to SCI/Nexus, with day-to-day supervision by the NEXUS Institutional Development Unit Manager and the Save the Children Partnership advisor.

8. Application procedure and requirements

Proposal submission Interested and qualified (individual or institutional) consultants are invited to submit their proposal(s) comprising the following:

a) Technical proposal – including but not limited to:
- Consultants understanding of the assignment and context
- Approach to the assignment
- Methodology and work plan for performing the assignment.
- Deliverables
- Work plan
- Key staff bio data
- A details of experience of previously conducted similar assignments, capacity to undertake the assignment.
- Curriculum Vitae including of the Lead person plus three professional references
- Registered legal documents

b) Detailed reference list indicating the scope and magnitude of similar assignments.
c) At least 3 references from previous clients.
d) Registration and other relevant statutory documents
e) Financial proposal showing clearly the budgeted cost for the work to be conducted by the consultant under the scope of work above.

9. Qualifications

- The Lead consultant should have the following qualifications and experience:
- An advanced degree in Gender studies, Social Sciences, Development or related field.

- At least seven (7) years' experience in development, management and /or monitoring Gender programmes.
- Experience in conducting gender audits for businesses and/or organizations, especially local/national humanitarian or development organizations.
- High level of professionalism and an ability to work independently under tight deadline
- Strong interpersonal and communication skills
- The lead consultant must have strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written report.
- Demonstrated capacity to deliver in the timeline outlined.
- Fluency in written and spoken English.
- Desired: Experience in Somalia/land and working with consortia (of local/national humanitarian or development organizations).

10. ETHICAL CONDUCT

The consultant is expecting to uphold all ethical considerations throughout this exercise including adhering to Save the Children policies and procedures especially the child safeguarding policy [See Annex].

11. Duration of Service.

The gender audit is expected to be completed upon mutual agreement, within 30 days starting from the date both Save the Children and the selected consultancy firm/company signed the agreement fully.

12. How to apply

Interested firms/ individuals should at minimum share the below documents for evaluation
- Technical and financial proposals with detailed work plan
- similar contracts –signed and stamped scanned copies to be shared
- Firm staff / individual CVS

Share your documents with email; CSS.LOGISTICS@savethechildren.org with the subject line of the email body "gender assessment on NEXUS Consortium Member Organizations". Deadline for submission is 25May 2021 at 10:00AM