



TERMS OF REFERENCE

For Institute Development & Curriculum Review Consultant

Musawah seeks the services of consultant(s) to lead its Capacity Building Institute development and curriculum review process.

1. BACKGROUND

Since its inception in 2009, Musawah has engaged in a variety of capacity building (CB) activities aimed at building knowledge, capacity and solidarity amongst those working on women's rights issues in Muslim contexts. The focus has been on topics related to Muslim family laws (MFL) and their reform, especially under [twelve \(12\) principal areas of concern](#). Activities include: a flagship in person course, short specific online courses and monthly/bi-monthly regional online CB calls.

Since 2013, Musawah has trained over 350 activists, academics and policymakers from 36 countries, across four regions, through its flagship [Islam and Gender Equality and Justice \(I-nGEJ, pronounced "I engage"\) course](#). This is a life-transforming course designed for women's rights and human rights activists from Muslim contexts throughout the world who wish to play a crucial role in offering an alternative discourse on Islam, one that upholds the principles of gender justice, equality, and non-discrimination.

The I-nGEJ course is led by three or four experts on the Qur'an, Hadith, Islamic jurisprudence, human rights and gender, along with two or three facilitators who guide participants through the process and materials. Courses have been held at the international, regional, and national levels, for a variety of audiences, and can last between five and eight days.

While the course is generally held in person, Musawah has conducted several shorter online versions of the course (ranging from 3 to 6 three-hour sessions) during the COVID-19 pandemic. Additionally, some of these shorter courses were also tailored for specific audiences and needs, so included newer sessions to suit changing and different contexts.

In addition to the flagship I-nGEJ and the shorter courses, Musawah also conducts regional CB and outreach online calls which aim to build capacity, networking and solidarity amongst regional partners. The topics covered in these calls are determined by Musawah Advocates in each region, and address regional needs and contexts on any matter touching upon MFL reform. These calls last two (2) hours and are conducted on a monthly or bi-monthly basis. They generally include a facilitator and one to four experts depending on the topic.

Capacity Building Review and Alignment

Musawah wants to organize and expand its CB activities and offerings, in order to align with Musawah's five year (2019-2024) objective of amplifying our voice globally and accelerating our impact on the ground. This is specifically outlined as the objective under Intermediate Outcome Four of [Musawah's Theory of Change \(TOC\)](#):

Strengthening Capacities & Constituencies

- a) We build the capacity and courage of activists, decision-makers and rights groups at the national, regional and global levels to critically speak out on the impact of laws, policies and practices justified in the name of Islam and to promote an understanding of Islam that upholds equality and justice;
- b) We are working to increase access to Musawah's course on Islam, Gender Equality & Justice by offering it on an annual basis and by designing shorter programmes to adapt to different audiences.

The I-nGEJ course is indeed continuously adapted to the needs of participants, however, the current post-COVID context is an opportune time for an in-depth review of the overall content and structure of the course. Additionally, the urgent and continual demand for this course is not being met because of the limited number of experts who can deliver it. It is also a labour and cost intensive course to deliver in person, therefore making it difficult for groups to raise the necessary funds for it. Due to these constraints, Musawah has difficulty meeting the high demand for the course from national and international NGOs, funders and staff from UN agencies and other regional bodies that work in Muslim contexts, women and human rights commissions, judges, etc.

2. OBJECTIVES OF THIS PROJECT

- To reorganise Musawah's capacity building activities into a more intentional structure that responds to its TOC.
- To make the curricula more accessible given new needs and contexts.
- To ensure that Musawah's CB activities continue to encourage interaction, resilience and solidarity amongst MFL reform advocates globally through sharing of ground-breaking knowledge, experiences and strategies.

The above can be realised by setting up the Musawah Institute. The 'Institute' would offer an annual in-person international I-nGEJ course and online courses on a variety of topics for different target groups such as policymakers, parliamentarians, *Shari'ah* court judges, media practitioners, youth, etc. It can also explore getting into potential partnerships with universities and academic institutions globally. In addition to being a space for learning, building capacities, forging networks, and solidifying partnerships, the 'Institute' would offer retreats, spaces for healing and reflection for Musawah Advocates and activists.

Review and Development Process

This is the opportune time to bring together key resource personnel who have been involved in Musawah's training courses and new academics and advocates involved in the field.

The aim is to conceptualize the pedagogy and make-up/offerings of the 'Institute' which best realise Musawah's TOC, and transition Musawah from delivering mostly ad-hoc CB activities based on external requests to a more intentional and organized Institute with its own TOC-based programme with programmes and curricula based on its knowledge production and vision. The 'Institute' can maintain its offer of bespoke training for CB needs as and when they arise.

There is also a need to review and develop Musawah's courses' curricula and methods of their delivery. This will include ways in which they can be made more accessible for wider audiences using digital methods and platforms.

The following is desired from this process:

1. Conceptualising the 'Institute', its overall aims, corresponding pedagogical approaches and the courses it offers, ensuring synergy with the Musawah TOC.
2. Review and revamp the I-nGEJ and short courses' curricula in line with the overall aim of the 'Institute' for a variety of audiences and needs (examples of potential short courses include those for: youth, civil society organizing and mobilizing, CEDAW & MFL reform etc.).
3. Explore and strategize new methods of delivery, specifically related to digitalisation of the courses.

3. SCOPE OF ASSIGNMENT

The process will be conducted in three phases, which will be led and guided by a curriculum review and development expert that Musawah will hire.

Phase 1 - Mapping and understanding the current landscape: This will involve collecting and aggregating data on existing CB activities; looking at the content of the I-nGEJ, other courses and regional CB calls; and conducting interviews and/or surveys with Musawah's team, course experts and selected advocates who have taken Musawah's training.

Phase 2 - Workshoring: The expert will present findings of Phase 1 in a series of sessions to elicit feedback from Musawah and its stakeholders, taking into account their expertise and specialisms. A list of initial questions will be provided and will be further informed by the findings of Phase 1.

Phase 3 - Recommendations & way forward: Here synthesis of the information collected to date will be made, presented and recommendations for the 'Institute' will be made ; including the specific courses offered, revised curricula, and method(s) of delivery.

4. TIMELINE & DELIVERABLES

Timeline	Activities and Deliverables
<p>Mid October 2021</p>	<p>Start of Contract</p> <ul style="list-style-type: none"> ● Initial meeting with project team to go over scope of project - objectives, boundaries, timelines, phases. ● To present a plan to the Musawah project team and confirm the timeline for the three phases of the project. ● Develop areas of enquiry and questions for phase one research, taking into consideration the questions raised by Musawah (list of initial questions will be provided). ● Coordinate scheduling with Musawah’s project lead for sessions/interviews with Musawah personnel, course team and selected advocates for the evaluation of aims, objectives and current direction.
<p>October to November 2021</p>	<p>Phase 1 - Mapping and understanding the current landscape</p> <p>The Framing sessions begin here with different groups and consist of interviews and sessions with <u>Musawah personnel, course team and selected advocates</u> throughout the month.</p> <p>Conduct Phase I, deploying both primary and desk-based methods to;</p> <ul style="list-style-type: none"> ● Propose the aims, objectives, and outcomes of the overall institute and its course(s), ensuring alignment with Musawah TOC and overall goals ● Map the existing courses and analyse their overall pedagogy, as well as individual sessions’ objectives, to assess the fulfillment of the proposed overall aims and objectives of the Institute ● In session with Resource Persons (RPs) to gauge; the pedagogy of the courses; what might be substituted in sessions; how might they change it; what can they do without, digital delivery of courses, follow ups after the course...etc. ● Where are we now; Insights (what have we learned about our target users); Strengths (what makes Musawah training sessions relevant and engaging); Challenges (what are the pain-points, obstacles, gaps); Opportunities (what are some opportunities and new possibilities (emerging target groups, topics of interest, methods of

	<p>delivery); and Threats (what are the emerging trends that could render Musawah CB trainings outdated, irrelevant, attacked)</p>
<p>December - January 2021</p>	<p>Phase 1 - Mapping and understanding the current landscape continued</p> <ul style="list-style-type: none"> a) Continue revision of course material, curriculum, etc. b) Primary research which includes interviews and surveys of <u>Advocates and hosts of previous courses for the evaluations and mapping needs assessment.</u> <ul style="list-style-type: none"> ● Conduct an evaluation and needs assessment (interviews and/surveys) of past course alumni, previous organisers and advocates about their needs and their evaluations of the course ● Produce a synthesis document aggregating all this data and findings, as a basis for eliciting feedback through upcoming workshops. This initial document would outline: <ul style="list-style-type: none"> a) A proposal of the aims, objectives and outcomes of the overall institute based on Musawah's TOC, and how to deliver these in terms of courses (these are to be checked later with others in the workshops in the next phase) b) A mapping of Musawah's previous CB activities and target audiences (for INGEJ and short courses). This includes sessions' objectives and flow. c) An analysis of possible strengths, weaknesses, opportunities and threats. d) Suggestions on ways forward on: i) Pedagogy ii) Content of courses, sessions, and their objectives; iii) Methods of delivery
<p>January - February 2022</p>	<p>Phase 2 - Workshopping</p> <ul style="list-style-type: none"> ● Present findings to the project team and draft an initial plan/strategy for institute development based on findings. ● Facilitate a series of sessions and/or days to present findings and draft strategies to elicit feedback from the Musawah team, selected activists, academics and those with experience in online training delivery. ● Collectively strategise next steps, including methods of delivery (in-person and online) with the aim to invite feedback to improve and concretise the recommendations and structure developed in the final report.

End March	<p>Phase 3 - Recommendations & way forward</p> <ul style="list-style-type: none"> ● Final report detailing recommendations for the structure of the whole Institute, which includes the I-nGEJ curriculum and three short courses. ● Present the implementation roadmap reflecting milestones and deliverables as well as indicative costs involved to launch the Institute and broaden reach ● Presentation of recommended action plan on digitisation of curriculum.
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Final Deliverables at the end of the project

(1) Structure for Musawah Institute and revised I-nGEJ curriculum

- Proposed make up for the Musawah 'Institute' which encompasses the I-nGEJ, three short courses and a potential space for activist reflection and healing.
- A revised I-nGEJ pedagogy and curriculum with the recent ground-breaking knowledge, which also responds to the most current global contexts and needs.
- Standardised curricula (including sessions, up to date readings, exercises) which can be customised to local audiences and multiple languages, with a clear process for short courses that will make the adaptation and delivery more efficient.
- Course package ideas or combination of standardised training videos, face to face sessions, online sessions, case studies, team exercises, quizzes. Inclusive evaluation methods to give feedback on content and delivery so Musawah can continually improve the quality of CB activities.
- Identified a wider range of experts who are available to deliver sessions online and offline.

(2) Recommendations on:

a) How to broaden reach & increase credibility

- Recommendations and potential next steps on whether Musawah will seek university-level accreditation or explore alternative forms of partnerships (i.e: Trainee assessments/quizzes and certification upon completion).
- Strategies to reach out to more advocates through our modules (i.e do we want to actively market our courses and how).

b) Next steps towards digitalisation

- Recommendations on which aspects of Musawah capacity building efforts need to be prioritised for digitisation/taken online and examples of modules to emulate in order to provide a pathway for online module developers.
- Identified tools, platforms and best practices to take Musawah's sessions and exercises online.

c) Follow ups after course

- Recommendations on how best to translate the knowledge gained to action on the ground after the course, in order to ensure realization of Musawah's TOC and Institute's

aims.

- Identifying the necessary steps to ensure this, starting from criteria of participant selection, to the pedagogy of the courses, post-course evaluations, post-course support from Musawah personnel, and creating or using possible channels within Musawah to guide alumni for this purpose.
- Suggesting possible collaborations with or examples of other organisations working on this aspect.

5. QUALIFICATIONS

- I. Extensive experience in developing institutional capacities and providing technical assistance in the field of pedagogy, curricula design, development, preparation and implementation which is highly engaging and captures the imagination of the participants.
- II. Proven experience in reviewing and reconstructing course material, overall curriculum effectiveness and/or experience in curricula review committees in academic and learning institutions.
- III. Demonstrable experience in and knowledge of new learning styles and methodologies, technologies and digital platforms in a fast-paced, ever-changing environment.
- IV. Subject matter knowledge on Islamic feminism and/or reformist trends in Islamic thought.
- V. Experience working on issues of women's rights/human rights, development in Muslim contexts, law reform, faith-based advocacy.
- VI. Experience in facilitating and innovating creative and impactful brainstorming sessions and workshops that diverge thoughts and ideas to enable "out of the box thinking" and then converge into practical and do-able implementation.
- VII. Fluency in English is required.

6. CONTACT INFORMATION

For more information and submission of CV, portfolio and quotation, please e-mail with the subject '**Institute Development & Curriculum Review Consultant – (Your Name)**' to musawah@musawah.org. Deadline for CV, portfolio and quotation is by 5.00 pm (GMT +8) or Malaysia time on 5 October 2021.

Only shortlisted applicants will be invited for an interview.