TERMS OF REFERENCE

Information Technology Transformation Initiative

1. **About AWDF**

    The African Women's Development Fund was established in June 2000, as an Africa-wide philanthropic, grant making initiative to support the realisation and fulfilment of African women's rights through funding of autonomous women's organisations on the continent. AWDF believes that if women and women's organisations are empowered with skills, information, sustainable livelihoods, opportunities to fulfil their potential, plus the capacity and space to make transformatory choices, then we will have vibrant, healthy and inclusive communities. To achieve this, AWDF mobilises financial, human and material resources to support local, national, and regional initiatives for transformation led by African women. AWDF is mandated to fund in all 54 African countries.

    AWDF's current strategic plan "*Shaping the Future*" (2017-2021) focuses the organisations work around investments to build the best possible future for women in Africa. As an organisation AWDF is committed to changing the narrative around Africa women, and highlighting African women's agency, expertise, leadership and ability to transform societies towards justice.

2. **Background**

    AWDF recognises the critical role of Information Technology (IT) in the achievement of its strategic objectives and is looking for a consultant to lead in its IT transformation. AWDF currently has no internal IT staff and possess stand-alone Systems Information and Technology Units (SITU), managed by mainly external service providers. The SITUs provide day to day IT operational and service support within AWDF. To ensure IT is strategically positioned within the organisation, AWDF is embarking on the development of an IT Transformation Initiative that will transform how it utilises technology to meet the strategic objectives of the organisation.

    The strategic objectives of the IT Transformation Initiative are to:

    i.   Ensure that the IT operations, machinery, and internal processes of AWDF are more efficient;

    ii. Improve the development and execution of policies associated with Information Technology (IT) management; and

    iii. Develop the relevant organisation structure, culture, and accountability framework required for sustained IT operations of the AWDF and execution of its strategic objectives.

An initial IT Audit has been carried out and the report provides some useful information on the current state of IT within AWDF. This will form part of the initial project information. Additionally, AWDF as part of its digital transformation strategies is in the process of implementing a number of solutions including Salesforce, Mfiles and project management tools which are at various stages of development. The objective of this assignment is to engage a Consultant to lead and manage the IT Transformation Programme to transition the AWDF Systems and Information Technology to becoming a Centre of Excellence, while being poised to respond to the changing demands of the organisation in the future.

3.   Purpose of the Assignment

The purpose of the assignment is the design and implementation of IT modernisation that supports the needs of AWDF and which is characterised by risk management, flexibility, efficiency, productivity, and the transformation of policies and processes.

The Transformation Process has two (2) components that will:
a. Build IT capacity to transform AWDF into a high performing organisation; and,
b. Develop, implement, and sustain IT change management across the AWDF.

Specifically, the objectives of this engagement are to:

- Transform the IT function and culture at AWDF to govern and manage information and related technologies holistically for AWDF,
- Enable high-quality service delivery, business continuity, information security, compliance, and cost containment, supported by sound policies.

- Maximise responsiveness to change and the availability and up-time of technology resources through resource planning, scalability of architecture, and performance management.
- Build human resource capacity and use an appropriate change management framework to propel the process.

- Develop IT Policies that will provide guidance on the critical issues related to the sustainability of the IT systems and continued operations. The policies will also provide guidance based on lessons learned and the need to improve how IT support systems are designed and implemented within the AWDF.

4.   Methodology/key activities

The transformation will include, IT infrastructure modernisation, IT Systems upgrade, and an institutional reorganisation of the IT systems to meet the demands of the AWDF for greater collaboration, efficiency and effectiveness. The key activities of the Consultant shall include:

a. Provide an Inception Report detailing the key activities, programme schedule, methodology and timelines.
b. Conduct a gap analysis to determine AWDF's ability to undertake this transformation initiative. AWDF carried out an IT Audit in 2020 and that report issued in June 2021, will form the basis of the gap analysis with additional assessment where necessary. The gap analysis will identify the potential challenges that might arise when implementing the new systems, structures, and processes within a current organisational context. Furthermore, through the identification of the gaps, the assessment will afford the AWDF the opportunity to remedy these gaps as part of the implementation plan.
c. Meet with/engage with relevant stakeholders to request and collect information that will inform and guide the development of an IT Transformation strategy.
d. Develop an IT Transformation Programme Strategy for AWDF in line with the objectives articulated herein.
e. Develop IT Policies that will provide guidance to the AWDF around critical issues related to the sustainability of the IT systems and continued operations. The policies will also provide guidance based on lessons learned and the need to improve how IT support systems are designed and implemented within the AWDF.
f. Organise and conduct sensitisation sessions with management and Staff to inform them of the transformation programme and gain their support.
g. Identify and arrange training required for the implementation of the project.
h. Track and report on the progress of project implementation as per the work plan, identifying potential risks and making recommendations.
i. Develop and implement a Monitoring and Evaluation Framework for the Project.
j. Undertake an IT Risk Assessment and develop and implement a Risk Management Framework.
k. Submit a final Consultancy Report highlighting the nature of the work undertaken noting the level of success and constraints in terms of methodologies used the nature and quality of stakeholder participations and any lessons learnt during the process

5.0 **Location**
The location of the assignment is virtual.

6.0 **Deliverables**

DELIVERABLE	DESCRIPTION
Product 1: Inception Report and Work plan	The Inception Report and Work Plan will: I. outline the methodology and schedule for key activities under the contract. II. stakeholder engagement plan III. consist of Gantt Chart which sequences the deliverables and tracks the interdependencies of

the tasks that are to be undertaken to achieve the objectives of this assignment.

IV.   detail stakeholder's roles and responsibilities in achieving the main outputs

V.   provide indicative procurement actions that will be required to deliver the outcomes of the assignment

VI.   outline a risk framework for the project

Product 2: GAP Analysis Assessment	This report should present the findings of the readiness assessment undertaken to include: AWDF IT gap analysis Recommendation for IT infrastructure requirements to meet gaps and support the transformation strategy, hardware/software, networking requirements; Human capacity and sustainability structures; Staff training
Product 3: IT Transformation Programme	Development of an IT Transformation Strategy to transform AWDF information and related technologies holistically with consideration for the centralisation of end-to-end business operations and cloud-based solutions.
Product 4: AWDF IT Policy	Development of IT Policies for IT service delivery, business continuity plan, data protection and information security, and compliance policies
Product 5: Monitoring and Evaluation (M&E) Framework	This deliverable will detail the monitoring and evaluation framework for the project that will outline the main indicators, means of verification, responsible staff. frequency of reporting for each indicator. The framework will also detail the targets for each indicator over the life of the consultancy.
Product 6: Risk Management Framework	Undertake an IT Risk Assessment and develop and implement Risk Management strategies.
Product 7: consolidated monthly progress reports	Monthly progress report to the Project Coordinator outlining the status of key responsibilities outlined in the Terms of Reference (TOR). The reports will detail at least: Implementation of the IT Transformation Strategy and provide status

	Stakeholders and Partners Engagement
	Bottlenecks/issues affecting project implementation with recommendation to address/remove same;
	Next steps and any changes that will be required to be made to the agreement project implementation plan;
	KPI reports as per the approved M&E plan for the project.
	Sustainability strategies implemented
Product 8: Final Consultancy Report	Submit a final Consultancy Report highlighting the nature of the work undertaken noting the level of success and constraints in terms of methodologies used the nature and quality of stakeholder participations, lessons learnt during the process and any handover documents.

7.0   Consultant's Profile

The Consultant   should have:

- At least 8 years of experience in developing, evaluating and advising on IT systems for business operations. Thorough knowledge of process automation, project management and ICT.
- Experience in designing / reviewing solution architecture as well as managing / implementing IT projects for development institutions including generic software / custom solutions, hosting of systems and servers, providing network services etc.
- Experience of monitoring & managing the ICT systems and infrastructure for an IT project including database management, SAN, network, firewall etc.
- Experience in evaluating business processes, & information system needs for Women's funds and NGO sector in Africa will be an added advantage.
- Experience in collecting, structuring and modelling business and systems requirements.
- Excellent knowledge of Information Systems, ICT Best Practices, and current application development methodologies;
- The Lead Consultant should have a Master's Degree in computer science or post graduate professional qualification in computer science or related field.
- Excellent interpersonal skills
- Proven ability to deliver work on time
- Commitment to principles of women's rights and gender equality
- Demonstrated commitment to AWDF's values of feminist leadership, accountability, diversity, respect and solidarity

8.0   Duration of the Assignment
This assignment will be executed from November 2021 – April 2022 (6 months).

9.   **How to Apply**
Interested and qualified applicants are to forward their technical and financial proposals to consultants@awdf.org. In line with AWDF's mission, qualified and interested African Women are encouraged to apply. The application should be marked "AWDF IT Transformation".

The financial proposal should cover consultancy fees for the assignment. Any hardware or software requirements for the project will be agreed as part of the project implementation and procured in line with AWDF's procurement policies.

The technical proposal should cover relevant experience for the assignment, methodology or approach, schedule of activities, staffing -qualification of team member(s) and two references.

Deadline for receiving applications is <u>October 15th 2021.</u>