



## **TERMS OF REFERENCE FOR AWDF CAPACITY BUILDING GAP ANALYSIS RESEARCH**

### **INTRODUCTION**

The African Women's Development Fund was established in June 2000, as an Africa-wide philanthropic, grant making initiative to support the realization 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 and since the beginning of its operation in 2001, has provided grants and technical support to women's organisations in 42 out of these 54 countries. AWDF has stakeholders, formal and informal advisors and is part of different networks of African women's rights activists and organisations extending to almost every country on the African continent. Some of these networks include the African Feminist Forum and the African Women Leaders Network on Reproductive Health and Family Planning, both of which have been hosted by AWDF for several years. In May 2016 the AWDF board of directors passed a resolution to extend AWDF's grantmaking mandate to the Middle East and any other global region as deemed strategic under specific projects. AWDF is operationalising a new strategic framework for 2017-2021. Currently our grants are awarded to women's organisations working at sub national, national and regional levels across Africa within three (3) broad thematic areas:

1. Bodily rights and health
2. Economic security and justice
3. Leadership, participation and peace

### **BACKGROUND**

In the last ten (10) years AWDF has complimented its grantmaking support with capacity building activities to ensure that women's rights organisations who receive grants from AWDF have the right skills sets, support and capacity to sustain their women's rights work and organisations in Africa. AWDF applies different methodologies including feminist coaching and skills training in its capacity building activities and these have produced effective results in many cases. Our key capacity building activities include:

1. Financial Management
2. Results Based Programming

3. Resource Mobilisation Bootcamps
4. Leadership and Governance strengthening

As a regional fund, AWDF is constantly reviewing its thematic areas of focus and strategies to ensure that they are relevant to the needs and demands of women in Africa. This year, AWDF will be implementing its new three years strategic plan and the process will require engagements with new actors as well as consolidating gains with existing ones. Furthermore, this year, AWDF is expanding its activities into new areas to support the work of women's rights organisations in the Middle East to advocate and advance gender equality as the path for a just and equitable social change within the framework of SDG 5 implementation and accountability.

These strategic moves, demand better planning, knowledge of issues and definitions of capacity, terrain, partnerships and engagement patterns, configurations of women's rights organisations, groups and movements especially in the Middle East in order to respond and support their activities in meaningful and impactful ways.

To this end, AWDF is undertaking a Capacity Building Gap Analysis Research in Africa and the Middle East to help AWDF develop a capacity building programme that is sustainable and responsive to organisational development issues and enables the institutional and human capacity growth of women's rights organisations in Africa.

## **RESEARCH OBJECTIVES**

The overall objectives of the consultancy are:

- To carry out organizational development gap analysis research of women's rights organisations in Africa and the Middle East region. The research will identify available key resource(s) as well as identify strategies for strengthening institutional capacity of women's rights organisations for the promotion of women's rights in these regions.
- To undertake a capacity gap analysis research of women's rights organisations and groups in Africa and the Middle East with the view of improving their organizational capacity for the promotion and realisations of women's rights.

*Specific objectives of the consultancy are:*

- i) To identify the needed critical capacity support and activities required for the strengthening of the institutional development of women's rights organisations, to make them efficient and effective. Capacity areas to be addressed are: governance and leadership; human resources; financial management; programme planning, design and implementation; monitoring, evaluation, reporting and learning; and maintaining healthy organisational cultures.

- ii) To identify available feminist institutional resources in these regions capable of providing institutional capacity development to women's rights organisations and groups in these regions
- iii) To identify organisations working at the regional and sub-regional level and what their capacity gaps are for the regional work.
- iv) To recommend strategies for the effective development of human and organizational capacity of women's rights organisations in these regions.

## ACTIVITIES/TASKS

The tasks of the consultancy includes, *inter alias*:

- I. Assessing and analysing the institutional capacity needs of women's rights organisations in Africa and the Middle East in order to identify capacity gaps that inhibit their efficiency, effectiveness and ability to promote and protect women's rights in these regions
- II. Reviewing the organizational structure (governance, management and programming) of women's rights organisations in these regions
- III. Reviewing existing capacity building activities including collaborative activities with donors and other CSOs and establish their efficacy.
- IV. Suggesting innovative mechanisms and activities required to address capacity building needs of women's rights organisations in these regions.
- V. Analysis of all risks (and suggest mitigation) that may hinder the implementation of a comprehensive capacity development programme to strengthen women's rights organisations in Africa and the Middle East.
- VI. Production of a research report not more than Thirty (30) pages including all annexes in accessible language, which provides justifiable basis for the design and implementation of an effective capacity development programme for women's rights organisations, groups and movements in Africa and the Middle East. This should include a summary of key recommendations for AWDF.

## METHODOLOGY

The assignment will be conducted through:

- (i) Desk review of relevant documents
- (ii) Interviews with relevant stakeholders including selected women's rights organisations, groups, movements in both regions (small, medium and large organisations), donors, civil society organisations, government institutions, key AWDF staff, feminists and women's rights activists among others
- (iii) Visits to selected women's rights organisations within consultant's location.
- (iv) Any other methodology deemed appropriate by consultant for achieving task objectives excluding external travels.

## **CONSULTANTS PROFILE**

The consultant should have a blend of relevant professional experience and background in the following:

- Demonstrable understanding and knowledge of key women's rights issues, organisations, groups and movements in Africa and the Middle East.
- Knowledge in organizational development for women's rights organisations and NGOs in general.
- Knowledge in NGO governance issues in Africa and the Middle East
- Familiar with operational structures of women's rights organisations in Africa and the Middle East.
- Demonstrate knowledge in institutional processes and procedures of NGOs including project planning, reporting, implementation, management, monitoring, evaluation and learning
- Five (5) years' work experience relevant to capacity building and organisational strengthening around ,
- Fluency in English essential, and ability to speak and write in French and/or Arabic ideal.

## **DURATION OF THE ASSIGNMENT**

The assignment shall be for twenty (20) working days including submission of final research report. The assignment shall commence on the 15<sup>th</sup> of May 2017 and estimated to end on the 26<sup>th</sup> June 2017. The Consultant shall be required to submit the first draft report on the 9<sup>th</sup> June and the final research report document shall be submitted to AWDF by the 26<sup>th</sup> June 2017.

## **OUTPUTS**

A first draft of the research report shall be submitted to AWDF for review and comments. A final draft of Thirty (30) pages shall be submitted to AWDF not later than one week after receipt of comments from the AWDF on the first draft unless a different date is mutually agreed upon by both parties.

## **EXPECTED OUTPUT**

The consultant will produce a final edited research report in English and in publishable state that will inform AWDF's future Capacity building programme in Africa and the Middle East. Analysis and recommendation from the research report will form the basis of AWDF's design and implementation strategy of the organisation's capacity building programme for enhancing the efficiency, effectiveness and sustainability of women's rights organisations in Africa and the Middle East.