



TERMS OF REFERENCE

MID-TERM REVIEW OF THE AKINA MAMA WA AFRIKA STRATEGIC PLAN 2021-2025.

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1.0 INTRODUCTION

The current strategic plan is an expression of the road map that Akina Mama wa Afrika (AMwA) has chosen in our strive for women’s rights, gender justice and social justice. It outlines how we will leverage our comparative advantage, strategic partnerships, and the lessons we have learned along the way to contribute to a feminist future.

This strategic plan is a “living document” that will change over time. Whereas the operating environment at its commencement informed it, it was designed to leave room for creativity and innovation in our activism so that we can adapt as needed across contexts and over time. Accordingly, the Plan is due for review as we approach the midpoint of the implementation period to shape the journey for the remainder of its life cycle.

2.0 ABOUT AKINA MAMA WA AFRIKA

Akina Mama wa Afrika (AMwA) is a feminist Pan-African leadership development organisation founded in 1985 in the United Kingdom by a group of African women living in the diaspora who remained keenly aware of their African roots and the need to organise autonomously. AMwA later relocated her headquarters to Kampala, Uganda. AMwA’s work is rooted in feminist principles and beliefs guided by the Charter of Feminist Principles for African Feminists, which define our leadership development program and movement-building activities.

We envision a dignified and equitable feminist society especially for African women, girls, in all their diversities. Our mission is to build feminist leadership and collective power to deconstruct intersectional systems of oppression to advance gender and social justice. Our thematic areas of focus include; Women’s Political Leadership, Sexual and Reproductive Health and Rights, and Economic Justice and Climate Action. The organization’s work is advanced through feminist and transformational leadership development, feminist research and knowledge building, policy influencing and movement building, and arts and creatives. AMwA provides strategic direction in key Pan-African networks including NGO CSW Africa, Solidarity for African Women’s Rights, and the Gender Is My Agenda Campaign. AMwA also has consultative status with the United Nations Economic and Social Council.

3.0 BACKGROUND

Akina Mama wa Afrika is in the third year of implementing her strategic plan that runs from 2021-2025. At the commencement of the plan, Africa was at the height of the Covid-19 pandemic with travel restrictions, lockdowns, and curfews in place in a bid to try to curb the spread of the virus. This affected the physical implementation of activities, and a virtual mode of work was adopted. By the end of 2021, most restrictions had been eased and a hybrid form of work was adopted which proved ideal due to AMwA’s presence at the regional level and this method has been maintained even after the lifting of all restrictions. The emerging economic crisis exacerbated by the covid-19 pandemic, the Russia-Ukraine war and the current climate crisis has also led to an increase in the cost of living that has affected programme implementation with continuous budget adjustments required. All the above coupled with VUCA civic and political landscape has made the context complex.

At the time AMwA embarked on this journey, the process stirred transformations in strategic approaches and areas of focus as our analysis of certain issues evolved to align more with current global, regional, and national discourses on feminist approaches to challenging structural oppressions. Whereas the past 2 and a half years have been years of nurturing AMwA's streams of work across the continent, this has necessitated pioneering new strategies to navigate complex contexts and rethinking approaches that resonate with an agile social-political landscape. It is therefore imperative that the organization takes a reflexive approach to celebrate its bountiful harvest of achievements; as well as interrogate its pathways to attaining the desired goal by the end of this five-year period. While ideological differences continue to undermine efforts to forge a shared political purpose.

AMwA is desirous to understand how its current programming is responding to advancing social justice in the areas of Women's Political Leadership, Sexual and Reproductive Health and Rights, and Economic Justice and Climate Action. This process will examine how far AMwA has progressed in fostering a Pan-African feminist agenda advanced in political and decision-making spaces, feminist alternatives adopted as viable sustainable development models and systems at scale for economic and climate justice, African women, girls, in all their diversities to realize their Sexual and Reproductive Health and Rights and a feminist organization with a soul that has excelled at learning, creativity, and innovation.

4.0 SCOPE OF WORK

The evaluation will review the performance of the AMwA 2021 – 2025 Strategic Plan since its inception to date. Specifically, it will review the Plan's goals, strategies, and outcomes as outlined in the Strategic Plan and other relevant documents to determine their relevance and compatibility with AMwA's mission. It will cover work done by AMwA in line with the four goals and four strategic pillars in the Strategic Plan. It will assess the relevance, efficiency, sustainability, and impact of AMwA's implementation process in relation to its theory of change across the contexts and provide recommendations for improved programme implementation for the remaining period of the strategic plan.

The midterm review process will undertake a detailed review of the following areas considering the key questions therein.

4.1 Programme implementation

1. To what extent is the AMwA Theory of Change (ToC), guiding in delivering the organizational goals?
2. How is the ToC progressing in achieving the 5-year intended long-term outcomes? What has AMwA's contribution been towards achieving these outcomes?
3. To what extent and how have contextual changes and changes in risk led to adaptations in our context-specific programmes?
4. What will be the change in the programme delivery approach to match the changing context? What position will, working with and delivering through partners occupy?
5. How sustainable are the obtained results so far?

4.2 Partnerships

1. What do we have to do differently in our partnership selection, building, support, relationship, and development?

4.3 Identity, profile, and adaptability

1. Based on the evaluation, what is AMwA's niche?
2. What currently describes the organisation but is either redundant or unnecessarily costly that needs to be dropped to improve brand identity and institutional efficiency?

3. What institutional changes are required to make the organisation agile, adaptable, and learning all the time to meet its strategic commitments?

4.4 Transformative Feminist leadership

1. What needs to change in the policies and practice to strengthen the African Women Leadership Institute?
2. What are the structural transformations required at all levels?

4.5 Internal governance

1. What changes in the governance composition and structure need to happen to reflect the change in the context, strategic refocus, and commitments?
2. What transformation in the internal institutional practices is required to support the delivery of changes proposed in the programme implementation?
3. What are the different forms of support that the internal governance structure requires?

4.6 Financial sustainability and donor compliance

1. What critical changes in the fundraising strategy are required to increase flexible income to support long-term sustainability of the organisation to fulfil its mission?
2. What specific policies and practices need to change to enhance the impact of new considerations for financial sustainability and donor compliance?
3. What are the most appropriate cost-cutting measures that AMwA should adopt to ensure long-term financial sustainability?
4. What must AMwA invest in locally that will support the long-term financial sustainability of the organisation?

4.7 Recommendations and lessons learned.

1. What are the recommendations for the remainder of the strategic plan period?
2. What are the lessons learned, good practices, and challenges in relation to the programme implementation, from a programmatic and an institutional perspective?

5.0 KEY DELIVERABLES

The consultant is expected to manage the entire journey, facilitate the process, and provide expert advice throughout the project and toward the delivery of the activities and deliverables listed below.

1. An inception report developed indicating the methodology for the Midterm review and clearly showing a detailed schedule of work.
2. A Strategic Plan Mid-term Review report with recommendations on how AMwA can build on its strengths and achievements to overcome its weaknesses and challenges.
3. A revised AMwA Strategic Plan setting out a roadmap for improving AMwA's performance.
4. Recommendations for further institutional support to AMwA.

6.0 PRELIMINARY DOCUMENTS TO BE CONSULTED

1. AMwA's strategic documents:
 - Strategic plan 2021-2025,
 - AMwA's MEAL framework
 - MEAL and communications strategy documents.

- HR policy
 - Board constitution and board manual
 - Finance policy
 - Sub-granting policy
2. Internal, project specific, and donor reports
 3. Internal and project-specific work plans
 4. Project proposal documents
 5. Risk registers
 6. Board meeting minutes

7.0 QUALIFICATIONS

The consultant will be required to have a minimum of an advanced (Masters) degree in Organizational development, development studies, gender studies, Business Administration, or a relevant field and have:

- A proven minimum track record of ten years professional experience in providing quality management consulting services, including performance assessments and strategic reviews, and in facilitating organizational change management processes. They should be able to demonstrate why the previous management consulting they have carried out has had transformational impacts on the organizations that they have worked with.
- As an organization rooted in feminist principles, non-discrimination, and social justice, the consultant is expected to demonstrate experience in intersectional feminist analysis.
- Demonstrated experience in working with non-government organisations in the areas of programming and institutional capacity development.
- Evidence of ability to produce high-quality analysis reports in English, and work within tight timeframes.
- Strong communication, interpersonal skills, and attention to detail.

8.0 TERMS AND CONDITIONS

- Financial Proposal should express the professional fees for the assignment.
- The consultant will report to the reference group, who will provide overall guidance, including on the structure and format of each deliverable.
- The consultant will be provided with logistical support and reasonable work-related expenses while in the field.
- The consultancy must be completed within a period of 3 months from the date of the signing of the contract.

9.0 APPLICATION PROCESS.

Interested and qualified candidates should submit their applications which should include the following:

1. Detailed Curriculum Vitae/ profile.
2. Technical and Financial proposals for the assignment.

Applications should be submitted via email to recruit@akinamamawaafrika.org. The closing date for receiving both the Technical and Financial proposals is **Monday 17th April 2023 at 6:00 pm East African Time** (EAT). Only shortlisted candidates shall be contacted.