

TERMS OF REFERENCES (TOR)

FOR

CONSULTANT FOR FACILITATING THE WORKSHOPS OF ORGANIZATIONAL CAPACITY ASSESSMENT USING OXFAM'S 'ORGANIZATIONAL CAPACITY SELF-ASSESSMENT TOOL: VIOLENCE AGAINST WOMEN AND GIRLS'

1. PROJECT BRIEF:

Program/project title	Creating Spaces to Take Action on Violence Against Women and Girls
Geographical coverage	Netrokona, Rangpur, Dinajpur, Faridpur, Tangail and Dhaka in Bangladesh
Program/project lifespan	2016-2021
Ultimate Outcome	Reduce violence against women and girls and child, early and forced marriage in Bangladesh, India, Indonesia, Nepal, Pakistan and Philippines
Number of PNGOs	05 PNGOs. There are: Bangladesh Nari Progati Sangha (BNPS), Unity for Social Action (USHA), Polliisree, Population Services and Training Centre (PSTC), Amrai pari (We Can Alliance).

2. INTRODUCTION:

Oxfam is an international confederation of 20 organizations networked together in more than 90 countries, as part of a global movement for change, to build a future free from the injustice of poverty. Oxfam since the beginning of the journey in Bangladesh wants to create a vibrant and equitable society where women and men both can demonstrate their knowledge, skills and leadership towards resilient societies through good governance process – with a focus on improving the lives and promoting the rights of women and girls. We work directly with communities, partners and women's rights organizations to challenge the systems that perpetuate inequality and keep people poor. Together we seek to influence those in power to ensure that women trapped in poverty have a say in the critical decisions that affect them, their families and entire communities.

Creating Spaces to Take Action on Violence Against Women and Girls (henceforth Creating Spaces) is a five-year project (2016-2021), supported by Global Affairs Canada (GAC) and Oxfam Canada that takes action to reduce violence against women and girls (VAWG), including child, early and forced marriage (CEFM) in six countries across Asia. Since 2016, Creating Spaces has reached approximately 250,000 women, girls, men and boys, working with [24 local community partners](#), to provide our expertise in building networks of change, increasing capacity, and creating spaces for women and girls to be safe, respected, and included. In Bangladesh, the project is working with 5 national NGOs as implementing partners to achieve our goal.

3. PURPOSE OF THE WORKSHOP FOR CAT ASSESSMENT:

To facilitate PNGOs to identify their institutional gaps in implementing interventions around VAWG with an aim to strengthen their capacity to deliver effective, transparent and accountable programs that contribute in reducing VAWG/CEFM.

4. BACKGROUND INFORMATION:

Creating Spaces' central vision is to reduce violence against women and girls (VAWG) and the prevalence of child, early and forced marriage in Bangladesh, India, Indonesia, Nepal, Pakistan, and the Philippines. Creating Spaces' interventions are grounded in a [Theory of Change](#) (ToC), which sets out the project's interventions, assumptions, and outcomes, and frames its approach to activities. The ToC includes three programmatic pillars: **Prevention**, **Response**, and **Sustainability**.

Under **Pillar 1 (Prevention)**, Creating Spaces engages key community actors to support and promote positive gender norms. The project raises awareness of positive gender attitudes and behaviours through training women on leadership, conducting media, edutainment, and public awareness campaigns; providing knowledge and skills training on legal frameworks; and engaging and influencing decision makers, including political and religious leaders.

Activities under **Pillar 2 (Response)** focus on supporting women and girls who have experienced (or at are risk of experiencing) violence. Doing so has included: connecting women and girls with quality social and legal services; building the leadership skills of women and girls who have experienced violence; providing opportunities for these women and girls to make a living; and strengthening services shelters, counselling support, and legal aid.

Pillar 3 (Sustainability) has aimed to build the knowledge and capacity of relevant institutions and alliances to influence continuing change. This has included: strengthening the capacity of local implementing partner organizations; conducting research; using information and communication technologies to monitor social services; and convening and facilitating linkages and alliances between civil society organizations and relevant stakeholders.

This pillar 3 reflects Oxfam's understanding that southern-based Civil Society Organization (CSO)s are key agents in determining the direction of change in their societies. As such, strengthening capacity of program partners to work effectively to reduce Violence against Women and Girls (VAWG) and Child, Early and Forced Marriage (CEFM) is a key to long-term program sustainability and therefore a central component to this project. One of the expected outcomes for Pillar 3 is "increased capacity of partner Civil Society Organization (CSO)s and Women Right Organization (WRO)s to deliver effective, transparent and accountable programs that contribute to reducing VAWG/CEFM".

Therefore, Oxfam has developed methodologies which enables partners to carry out a self-assessment of their capacities, prioritize areas where they want to improve, and develop an action plan.

5. WHY A SELF-ASSESSMENT TOOL ON ORGANIZATIONAL CAPACITY TO WORK ON VAWG?

Over the year of project implementation, Oxfam has been supporting partners to enhance their capacity for ensuring gender justice. Oxfam offers different techniques and tools to partners to conduct self-assessment of their institutional capacities. Oxfam adopted similar tool developed by the International Centre for Research on Women (ICRW) and developed a 'hybrid' assessment tool – which **aims to:**

- **Facilitate reflection:** This self-assessment should serve as that much-needed pause, deep breath, and moment of reflection. Reflecting on institutional practices can offer greater opportunities for organizational and programmatic growth.
- **Identify strengths and opportunities for improvement:** If used thoughtfully, this tool can give the partner a clear overview of the strengths and areas for growth. Such knowledge and awareness can then be used to help enhance the partner's efforts to address violence against women and girls.
- **Identify priorities for capacity building:** Mindful discussion of the insights revealed through this self-assessment process will help the partner think about what it looks like to keep innovating and will be a guide in prioritizing organizational capacity building goals.

This tool follows 10 Guiding Principles of Oxfam to assess institutional capacity in effective planning and implementation of interventions to address violence against women and girls. These principles are based on internationally recognized ethics and programming best practices; and collectively serve as a reminder to ensure that project/ programme align with globally recognized programming standards and commitment for further efforts to improve.

10 Guiding Principles of Oxfam:

1. Promote transformative change in social norms
2. Respect and promote the rights of women and girls
3. Promote women and girls' empowerment and leadership
4. Do No Harm
5. Ensure context-specific and inclusive analyses
6. Promote multi-sectoral approaches and partnerships
7. Ensure access to quality support services
8. Seek meaningful engagement of strategic stakeholders
9. Promote Learning and Innovation
10. Ensure accountability on gender equality

The tool includes assessment items related to the following **three “program”** strategies for addressing violence against women and girls and **three “organizational” strategies**; and structured accordingly. Within each core program strategy, there are sub-sections which include Program Design and Implementation, Training, Policies & Procedures, Content & Messaging, Monitoring, Evaluation & Learning and CEFM programming.

6. HOW TO APPROACH THE SELF-ASSESSMENT PROCESS

Critical self-reflection and on-going learning are valuable practices for any type of organization and its staff and volunteers. Through the course of this assessment, participants are encouraged to reflect on themselves and their programs. This process is akin to holding up a mirror and taking time to examine carefully the reflection. Practicing these skills will support an organizational culture that promotes the learning and growth needed to address the challenge of ending VAWG.

Partners using the tool will use its findings as a basis of developing a capacity building action plan. Assessment findings will also be used for benchmarking and tracking changes in capacity over time across CS.

While the assessment tool is not intended as a full organizational gender audit, by integrating some dimensions of Oxfam Canada’s ‘Organizational Capacity Building Toolkit’, it touches on aspects of organizations’ internal policies and practices on gender equality, including sexual harassment. The full process can be consulted following the tool mentioned above.

7. WHO SHOULD USE THIS TOOL?

This assessment tool can be used by all of the partners in CS because it is designed for organizations of many sizes and capacity levels involved in the global effort to prevent and respond to VAWG. This includes partners whose core work has not traditionally addressed VAWG but who are seeking to add or mainstream this work into their programming. The tool aims to be valuable to such a wide range of organizations, not every assessment item will be directly applicable to the partner’s reality.

Please keep in mind that the assessment is not meant to be used for purposes of external ‘evaluation’ of capacity or performance. It is also important to note that all actions do not require funding and Oxfam shouldn’t be only funding source. The findings are not used for decision-making about entering into or continuing funding partnerships.

8. WHOM SHOULD BE INVOLVED IN THE ASSESSMENT?

The ideal group size for the assessment process is approximately **fifteen to twenty participants**. Some staff with **decision-making authority** must be in attendance, to ensure organizational buy-in and to facilitate the development of the Capacity Building Action Plan, which happens towards the end of the workshop. As much as possible, participants should reflect the staff/volunteer profile and the gender/age composition of the organization. This encourages a variety of perspectives and voices to be heard. We also strongly recommend that the group include program, advocacy, campaigns and administrative/operations staff from both head office and field offices directly involved in working on VAWG and CS project.

	Core Strategies	Sub-sections
Program	Awareness raising and community mobilization	Program Design and Implementation
		Training and Capacity Building
		Policies and procedures
		Content, messaging and communications
		Monitoring, Evaluation, Accountability and Learning
		Child Early and Force Marriage
	Support Services	Program Design and Implementation
		Training and Capacity Building
		Policies and procedures
		Content, messaging and communications
		Monitoring, Evaluation, Accountability and Learning
		Child Early and Force Marriage

Advocacy/Influencing	Program Design and Implementation
	Training and Capacity Building
	Policies and procedures
	Content, messaging and communications
	Monitoring, Evaluation, Accountability and Learning
	Child Early and Force Marriage
Institutional	Structures and Processes for Gender Justice
	Partnerships, Networks and linkages
	Resilience and sustainability

Each strategy section starts with a brief narrative description of the type of work that falls within that strategy.

9. HOW TO FILL OUT THE TOOL

The facilitator will begin the process by sharing the above description of the structure of the tool as well as the instructions below on how to complete it with the participants. At this point, it is advisable for the facilitator to quickly introduce and review the **10 Guiding Principles** for Working on VAWG, developed for Creating Spaces, based on current good practice for ethical and effective programming on VAWG.

One of the features of the self-assessment tool is that, based on responses to the self-assessment statements, it is able to generate a picture of how the partner's current practice aligns with these principles.

The group will then read the strategy descriptions provided in the following pages and select the strategies that most closely relate to the partner's work. We strongly encourage that all the strategy sections be discussed even if they do not directly match the work the partner currently does. However, it is necessary to complete the organizational strategies sections as these are relevant to all organizations working on VAWG. Completing all sections provides an opportunity to think about how the work 'fits' within the wider framework of recommended multiple strategies for working to end VAWG (see Principle 6 related to promoting multi-sectoral approaches and partnerships). It is not necessary to provide a score for areas that are not relevant to the partner's current work, but at a minimum use the comments box to reflect on why the partner doesn't work in this area or tick the option of 'we do not prioritize this in our work' where it is offered. Of course, the process can begin by focusing on the strategies that are most relevant to the partner, leaving the others until the end.

Once the group has selected the order in which the strategies will be completed, the process proceeds as follows (Steps 1 to Step 3), one strategy at a time. That is, the group will go through Steps 1 to Steps 3 six times in total to complete the assessment.

Step 1: Small group work

Participants should be divided into small groups (e.g. along functional lines such as program, advocacy and campaigns, communications, management or whatever is appropriate for the partner organization). The facilitator should be attentive to organizational power relations and support the selection of small groups that reflect functional perspectives so that in plenary a diversity of perspectives can emerge. Each group works with their copy of the assessment tool as a basis for discussion. In groups, participants can

walk through the statements, discussing examples from their organization and documenting these either directly in the toolkit or on flip charts. To fill out an assessment item, one person in the group will read the heading on the left and then read across all of the possible options for that item. The group will then reflect on which option seems most applicable to the partner's current status and achievements. After discussion, the group should arrive at some consensus on an appropriate score for the statement in question and fill in the circle placed directly below the option. The group will then move on to the next assessment item, until all items under the particular strategy have been completed.

Step 2: Collaborative assessment in plenary

After step one is complete, the facilitator will convene a plenary session to review the strategy section. The facilitator will walk the group through the section, assessment item by assessment item. The facilitator will ask each of the small groups in turn to share the option they selected for each assessment item (i.e. 1, 2, 3, 4), with a brief explanation of why that option was selected. The facilitator should take the time to note the 'scoring' for each assessment statement on a flip chart/white board.

Once the facilitator has noted what each of the small groups selected for a particular assessment item, they will facilitate a discussion about why groups selected that option. Participants will be encouraged to share their honest opinions and thoughts and give examples ('evidence' to support the assessment) which the facilitator should record on a flipchart if possible. It is important that staff members use non-confrontational and non-accusatory language throughout this discussion and respect each other's opinions. But it is also appropriate to challenge others respectfully. Through reflection and discussion, the group will be asked to reach consensus on which assessment category – 1, 2, 3 or 4 – they believe most accurately represents the organization's current status and achievements. If it appears difficult to easily reach consensus, a paper vote can be taken with the highest category tallied used as the score for a specific assessment item.

Step 3. Priority Setting

After finishing each strategy section in the above manner, the facilitator will lead the group (in plenary) through an initial priority setting exercise. The facilitator will ask the group to look back through the assessment items that they have just discussed. Using the paper copy, each participant should be invited to select up to three assessment items in the strategy section under discussion which they feel are most important for improving their programming or organizational strategies. This is the opportunity to flag key areas where the organization thinks it would be important to pursue action to build organizational capacity or strengthen an aspect of programming.

One, two, or three priorities can be selected. If using the hard copy, the group will select the agreed upon priorities by circling up to three assessment items in each strategy section.

Using a process such as the one described above for the collaborative assessment, the facilitator should support the group to reach a consensus on 3 priority areas. Please note that there is more time later in the workshop to discuss and establish priorities, so this exercise should be kept short.

After the participants have finished all of the selected strategy sections and priority areas, they will need to take a break while the facilitator inputs the agreed upon selections for each assessment item as well as the 3 priority areas into the online tool and generates a Summary Report. The online version of the tool is at: <https://cat4evawg.org/>

Facilitators need to follow this link for instructions on how to register the organization and designate a staff member who can access the on-line tool and related assessment reports throughout the period of the CS program. This will allow organizations access to their information and to monitor their progress between facilitated workshops.

10. ACCESSING AND INTERPRETING RESULTS FROM THE SUMMARY REPORT

After the facilitator has submitted the group's responses and priority selections for each strategy, the online tool will create a Summary Report. Ideally all participants will receive a copy of the Summary Report.

There are three parts to the report:

- A. An overall assessment of the partner's results by category
- B. More detailed assessments of each of the 6 assessment categories
- C. An overview of the partner's results in relation to the 10 Guiding Principles for working on VAWG

11. USING THE RESULTS FOR DEVELOPING A CAPACITY BUILDING PLAN

The partner now has a complete assessment of its VAWG programs and capacities. The Summary Report provides an indication of areas of strength in programs, as well as areas that represent opportunities for the partner to strengthen its programs and other organizational factors that position it to work effectively on VAWG. The facilitator will work with the participants to reflect on the assessment results. One option for the facilitator is to structure the discussion of findings around: Surprises, concerns, strengths and opportunities. The Facilitator should agree a timeline for sharing the full summary report and completed Action Plan template with the staff team leads.

For assessment processes carried out in Year 1 and Year 5, the Facilitator will guide participants through a reflection on progress made in the implementation of Action items and Next Steps in previous period. The results should be entered by the Facilitator using the appropriate section of the on-line tool for reporting "Progress to date". Any new Action Items and/or Next Steps identified in Year 1 should be reported on in Year 5.

The Facilitator should remind participants that the organization can, at any time after the first workshop, access and review their on-line assessment information for previous years and current year and input results of the check-in on their Capacity Building Action Plan of the CS program.

At the end of the workshop, the Facilitator will provide participants with a link to a short survey for their anonymous feedback on the usefulness of the Organizational Capacity Self-Assessment Tool and related process.

12. SCOPE OF WORK

- ❖ Conduct 5 workshops with 5 CS partners following Oxfam's "Organizational Capacity Self-Assessment Tool: Violence Against Women and Girls" and ToR.
 - Advance detail planning – Design of the workshop, Participants selection, logistics arrangement etc
 - Conducting a document scan

Prior to the workshop, it is important for the facilitator to review any documentation that already exists regarding the partner's capacity on VAWG programming and on organizational capacity for gender justice work and to encourage participants to reflect on this information as well.

For facilitators and partner participants, useful background information would include the following:

- strategic plans
- institutional assessments
- monitoring reports
- evaluations
- institutional and programmatic policies
- gender audits

The facilitator may also find it useful to review the following Oxfam documents as part of workshop preparation:

- Creating Spaces to Take Action on VAWG Theory of Change, Oxfam
- Ending VAW, an Oxfam Guide
- A Framework to Changing Negative Attitudes, Norms and Behaviours to end VAWG/GBV, Oxfam
- Statement on Support of a Transformative Approach to Ending GBV and VAW, Oxfam
- Women's economic inequality and domestic violence: exploring the links and empowering women, Oxfam
- Transformative Leadership for Women's Rights, an Oxfam Guide
- A Conceptual Framework for evaluating Oxfam's work towards Social Norm Change to end Violence against Women and Girls/Gender-based Violence
- Guidance Notes: Social Norms, Oxfam
- Sexual Diversity Gender Identity Rights Policy, Oxfam

- ❖ Depth analysis of the 5 workshops assessment's outcome
- ❖ Data input in the online tools <https://cat4evawg.org/> and generate report
- ❖ Final report on the overall task

13. EXPECTED DELIVERABLES AND TIMEFRAME

The required outputs of this consultancy will be as follows:

1. A detail work plan (inception report) describing how the consultant will conduct the CAT assessment by the suggested tool and given timeframe outlined by OXFAM. This work plan shall be submitted for review and approval by Oxfam two (3) days after the signature of the contract and before commencement of the task.
2. Submission of co-facilitator's CV and contract to Oxfam for review.
3. Final report shall be submitted within 5 weeks after signing contact with raw data set and databases.
4. Report of the workshops should be submitted in the reporting template of Oxfam

14. CONSULTANCY DURATION

The entire period of this consultancy will be for five (5) weeks starting in the **1st week of February 2021.**

15. ROLES AND RESPONSIBILITIES OF THE CONSULTANT AND OXFAM

In consultation with Oxfam in Bangladesh, the consultant/facilitator is expected to complete all activities mentioned in the ToR. The focal person from Oxfam's Gender Justice and Social Inclusion (GJSI) team will be the main contact person for the coordination and logistical support for the workshops. Consultant will be responsible for the facilitation, data input in the system, report preparation of the workshop. Oxfam will facilitate and support the consultant whenever needed:

- Provide necessary documents related to the `Organizational Capacity Self –Assessment Tool, CS projects and Oxfam
- Provide comments, suggestion and feedback on the report

16. QUALIFICATION REQUIREMENTS

The consultant shall be selected on basis of the knowledge and experience in the monitoring and evaluation field. The minimum qualification requirements are as follows:

- Consultant/facilitator with experience in facilitating workshop/training related to Sexual and Gender Based Violence (SGBV)/Violence Against Women and Girls (VAWG), with a strong understanding of the development sector.
- At least 5 years of professional experience in academic, development and action research, analysis;
- At least 3 years' experience in conducting similar workshop, financed by international institutions.
- The experience in conducting organizational Capacity Self-Assessment will be regarded as an asset.

17. EVALUATION PROCESS

The selection committee will evaluate both the technical and financial proposal of the consultants/ firms based on set out evaluation criteria as follows. A cumulative weighted-scoring method will be applied to evaluate the proposal. The award of the contract will be made to the consultant/ consulting firm whose offer has been evaluated and determined as responsive/ compliant/ acceptable with reference to this TOR.

Evaluation criteria (Cumulative analysis)

Based on the experience and understanding of the tool (CAT4EVAWG) and Financial Criteria facilitator will be selected, and contract will be made.

* Technical Criteria weight; [80%] and Financial Criteria weight; [20%]

Criteria	Weight	Max. Point
Criteria A: <u>Technical</u>		
<ul style="list-style-type: none"> Experience facilitating training/Workshop related to sexual and gender Based Violence (SBV)/Violence against women and Girls (VAWG) with a strong understanding of the related terminology. 	70	70%
<ul style="list-style-type: none"> Methodology 	10	10%
Criteria B: <u>Financial</u>		
	20	20%

18. THE GENERAL TERMS AND CONDITIONS:

- Confidentiality of information:
 - All documents and data collected will be treated as confidential and used solely to facilitate analysis.
 - Consent should be collected prior to recording or photographs.
 - Workshop participants will not be quoted in the reports without their permission.
- All soft and hard copy of the assignment will be treated as the property of Oxfam
- In any circumstance's consultant shall have no opportunity to alter the timeline and planning of workshop facilitation and submission of first draft and final report.
- The consultant/consulting organization must maintain the standard quality in conducting workshops, CAT assessments and reporting
- The consultant shall have the responsibility to rewrite the report, modification of sections until the satisfaction of quality required by Oxfam.
- In case of any deviation, Oxfam shall have the right to terminate the agreement at any point of the project.
- Consultant/consulting organization shall be bound to pay back the full money to Oxfam given as advance of payment in case of any deviation, dissatisfaction of quality and other point mentioned in the agreement.
- Oxfam will deduct withholding tax from the consultancy fees which will be in conformity with the prevailing government rates.
- Consultant should follow Oxfam's code of conduct, policies (i.e Safeguard policy, Child Protection Policy).

19. ELIGIBILITY

- The applicant must be an individual or an institution holding necessary legal status to work in Bangladesh;
- The applicant needs to have enough qualified human resources and other necessary logistics i.e. office space, accounts and administrative assistance and stationeries (if required) to do the assignment;
- The applicant needs to have demonstrated experience of doing similar assignment;
- The lead workshop facilitator and co-facilitators engaged in the assignments essentially need to have relevant background and experiences
- The lead workshop facilitator and her/his associates engaged in the assignment essentially need to have strong analytical ability in general and excellent writing, documentation and communication skills in English and Bangla languages specifically;

20. APPLICATION REQUIRED:

The individual/ firm must submit the following documents along with Technical & Financial Proposal (including VAT and TAX) separately:

- Maximum 2-page profile highlighting related assignment completed with client name, contract person and contact details
- CV of the Lead Consultant's (who will lead the assignment) Maximum 2 page highlighting related assignment completed, role in the completed assignment
- Other Team members (who will be involved in the assignment) one paragraph short CV highlighting related assignment completed and role
- Firm's Certificate, TIN and VAT registration etc (required only for firm)
- Technical Proposal (maximum five pages) according to the TOR, task to be accomplished as well as draft baseline framework and plan
- Financial Proposal: The financial proposal should provide cost estimates for services rendered including daily consultancy fees excluding accommodation and living costs; transport cost, stationeries, and supplies needed for data collection; costs related to persons that will take part from partners and government officers during baseline process, etc. The financial proposal should also provide cost estimates for services rendered including daily consultancy fees related to the consultant and/or associate consultant who will take part in this assignment. The Consultant should also use his/her own computer.

The submissions must reach Oxfam via email at hrrbd@oxfam.org.uk Subject line as **“Consultancy for Organizational Capacity Self-Assessment Tool: Creating Spaces”** by **January 23, 2021**.

It is requested to share the proposals via email only.