

TERMS OF REFERENCES

Assignment n°18SANIN142-02 organisational assessment component

I. General information

Assignment title	To undertake a participatory organisational capacity assessment of the National Network of Positive Women Ethiopia (NNPWE), using the HIV Network Capacity Analysis toolkit methodology (Annex 1).
Component	HIV/AIDS
Thematic area	Civil Society Strengthening
Beneficiary	National Network of Positive Women Ethiopia (NNPWE)
Country	Ethiopia
Durée totale des jours prévus	1. Organisational assessment consultant (international) : 12 days 2. OD and planning consultant (national) : 10 days

II. Background

The National Network of Positive Women Ethiopia (NNPWE) is a network of 29 PLHIV associations from all regions of Ethiopia. It is an indigenous, non-political, non-religious, non-profit humanitarian and development oriented organization working in Ethiopia for the improvement of the social, economic, and physical well-being of the PLHIV women in particular and the community in general. NNPWE was established in 2007.

NNPWE's vision is to see HIV/AIDS free society and empowered HIV positive women capable of leading and affirming their economic and social benefits.

NNPWE's mission is to tackle the spread of HIV/AIDS in Ethiopia and meet its challenges through enhancing the greater and meaningful involvement of HIV positive women at all levels by building the capacity of their associations, and making constructive engagement with the government of Ethiopia and its development partners.

NNPWE secretariat has undergone a number of capacity assessments over the past few years, such as a USAID capacity assessment in 2015, and a capacity self assessment in 2018. However, despite those exercises, the 5% steering committee noticed that the technical assistance request formulated by NNPWE could gain in clarity formulating the TA needs and priorities.

Therefore, the Committee decided to support a participatory capacity assessment. Such an exercise has not been conducted before at NNPWE.

Strategic Goal

- ✓ To enhance the competency of NNPWE so as to transform the organization to gender and accountability responsive culture
- ✓ To sustain human resource, partnership and financial resources developments
- ✓ To contribute to social and economic capacity improvement of targeted women and girls to make informed life decisions
- ✓ To enhance community's capacity to re – think their cultural norms and practices against women and girls right so as to condemn practices against women and girls empowerment.

Core Values:

- ✓ **People Centered:** We value our targets and their concerns are our top priority.
- ✓ **Accountability and Transparency:** Our transparency and accountabilities to our target groups, funding partners and government stakeholder through application of clear employment, financial and project implementation procedures. Furthermore the leadership and management is accountable for all staffs in terms of ensuring participation and disclosing organizational matters including resources and major decisions which does not require confidential
- ✓ **Commitment:** No matter what challenges we face and discomforts we feel, we stand firm, be patient and exert our utmost and sustained efforts to achieve our goals.
- ✓ **Equity:** We believe in fair availability of resources and participation at all level for all sex. We believe in equality outcome but we treat equity as to provide fair treatments (greater support for women) considering their marginalization and discrimination for several years due to existing power imbalance.
- ✓ **Innovation:** We work dynamically, creatively and enhance community indigenous knowledge to create a better future through implementation of environmental friendly, cost effective and sustainable development.
- ✓ **Integrity:** We value honesty, professional politeness and respect to humanity.
- ✓ **Inclusion:** Ensure full participation of all segments of the society without discrimination on the basis of gender, color, race, social status, religion, disability etc. We believe that women are not homogenous group so we take maximum effort to ensure the concerns of all are addressed. As women focused organization we do our work primary with women and girls but we take maximum efforts to ensure male engagement as to support the empowerment of women.

Program coverage

The organization has been operating in all Regions of Ethiopia and two city administrations to benefit over 18,000 women living with HIV and their families directly and over half of the total population of Ethiopia through different intervention mechanisms paved by various projects which include among others: mass community mobilization and awareness creation sessions, prevention, care and support, treatment as well as livelihood support. In addition to the women and their families, NNPWE have been building the capacity of PLHIV associations through recruiting professional staffs, provision of capacity training, material and financial support.

Currently, as of year 2018 organization has employed 10 (F3) staff to run its organizational activities effectively at head office level and 5 regional offices in the Project Hope regional offices.

Our programs

NNPWE has been implementing various development projects that will enable poor and marginalized PLHIV women and their families to be relieved from vulnerable situation and ensure they hold assets so as to build sustainable livelihoods. Most projects focus on women economic and social empowerment while a few projects focus on environmental and climate issues. Under these projects, NNPWE endeavors to address sustainable livelihood, capacity building and strengthening of its constituents and local structures, contribute to HIV Prevention, Care and Treatment interventions, Resource mobilization. NNPWE also implements Community HIV Care and Treatment project in all over Ethiopia with a financial support of Project Hope, PMTCT-focused Project in Jimma Zone 2 woredas and PLHIV Youth focused project at Addis Ababa with a support provided by AIDS HEALTHCARE FOUNDATION/AHF to enhance the community capacity to withstand the existing situations and contribute to the efforts in HIV prevention, care and treatment.

III. Objectives and results

1) General objective

The objective of the assignment is to undertake a participatory organisational capacity assessment of the National Network of Positive Women Ethiopia (NNPWE), using the HIV Network Capacity Analysis toolkit methodology (Annex 1).

2) Specific objectives

The specific objectives are :

1. To lead a capacity assessment workshop with NNPWE staff and key network constituents to identify the strengths and weaknesses of the network.
2. To undertake an external review of perceptions of NNPWE among external stakeholders
3. To draw up a capacity building action plan to address NNPWE capacity gaps

3) Results

1. The Capacity assessment workshop leads to a shared understanding, among NNPWE constituents, of the capacity gaps and of how to address them.
2. The action plan allows NNPWE to prioritise action and get the necessary support to implement it.

IV. Assignment description

1) Planned activities

The planned activities will follow the methodology from the HIV Network Capacity Analysis toolkit (Annex 1)

1. Assignment preparation.

This will include :

- Briefing call with NNPWE leadership team to clarify the purpose of the assessment and assignment.
- Coordination calls between international and national consultant.
- Desk review of relevant documents, including previous capacity assessments or self-assessments. This activity should not duplicate or anticipate activity 6 below.

2. Planning the capacity assessment workshop (see Toolkit section 3.2, pages 6-7)

With strong NNPWE support, the 2 consultants will plan a 3-day participatory organisational capacity assessment workshop with NNPWE staff and network members. All logistical requirements will be dealt with by NNPWE team.

NNPWE staff and stakeholders should be involved in an initial meeting to clarify why capacity is being analysed, how the analysis will be done and how the results will be used.

The consultants will meet with the translator and NNPWE to plan the workshop. Translation issues will be discussed beforehand.

The detailed workshop schedule will be planned, following as much as possible and relevant the suggested timetable on page 7 of the Workshop Facilitation guide in annex 1.

3. Developing a profile for the network (see Toolkit chapter 4, pages 8-15)

Developing a profile of the network includes documenting its background, detailing its main activities, and highlighting some key achievements and challenges. It can provide vital information and future reference for the facilitator of the workshop as well as other future providers of technical support.

4. Facilitating the workshop (see Toolkit chapter 5, pages 16-44)

The International consultant will be the lead facilitator during the workshop. The national consultant will take on the role of the lead documenter and will facilitate some sessions, during which the international consultant becomes the documenter.

The following six key areas will be explored during the workshop as per the facilitation guide:

- A. Involvement and accountability
- B. Leadership
- C. Knowledge and skills
- D. Internal communication
- E. Advocacy, policy and external communication
- F. Management and finance

5. Conducting an external stakeholder review (see Toolkit chapter 6, pages 45-59)

The list of key external stakeholders that the consultants should meet will be established with NNPWE team, who will also support contacting the stakeholders and scheduling the meetings.

6. Reviewing network documents (see Toolkit chapter 7, pages 60-61)

The aim of this exercise is to validate and check workshop findings by reviewing the completeness and quality of relevant documents, as well as assessing how recently they have been reviewed or updated and how well they have been disseminated within the network.

7. Drafting the capacity assessment report (see Toolkit chapter 8, pages 62-68)

8. Restitution to the network leadership team and finalisation of the report

2) Expected deliverables

- NNPWE profile document
- Capacity assessment report, including notes from the workshop and from the external interviews (in annexes)
- Capacity building Action plan

3) Coordination and practical information

The two consultants, international and national, will be required to work closely together as a team during the assignment, and to organize their joint schedule so as to deliver quality deliverables. The consultants will be hosted by NNPWE which will provide desks, a printer and an internet connection. NNPWE will be able to provide a vehicle for all meetings within Addis Ababa. Most logistical arrangements can be supported by NNPWE, including support in booking flights/hotels, scheduling of meetings, etc. NNPWE will be responsible for all logistical arrangements related to the strategic planning workshop. Both consultants will visit the French Embassy before the end of the assignment to provide a debrief about the assignment.

V. Place, duration and implementation

- 1) **Provisional Start date** : November 2018
- 2) **Provisional End date** : November – December 2018
- 3) **Assignment duration** : 1 month
- 4) **Implementation** :

Consultant 1 (international) will work 12 days, of which 10 days will be based in Addis Ababa, Ethiopia, and 2 days will be working remotely for assignment preparation and writing the assignment report.

Consultant 2 (national) will work 10 days, all of which will be based in Addis Ababa, Ethiopia.

- 5) **Planning** :

The indicative calendar for this assignment is as follows :

Activities description	Date	Place	Consultant 1 Duration	Consultant 2 Duration
Assignment preparation	November 2018	Remote	1 day	1 day
Planning the capacity assessment workshop	November 2018	Addis Ababa	1 day	1 day
Developing a profile for the network	November 2018	Addis Ababa	0,5 day	1 day
Facilitating the workshop	November 2018	Addis Ababa	3 days	3 days
Conducting an external stakeholder review	November 2018	Addis Ababa	1,5 day	1 day
Writing up workshop notes	November 2018	Addis Ababa	0 day	1 day
Reviewing network documents	November 2018	Addis Ababa	1,5 day	1 day
Drafting the capacity assessment report incl. capacity building action plan ; restitution and finalisation	November / December 2018	Addis Ababa	2,5 days	1 day
Writing up assignment report	December 2018	Remote	1 day	0 day
Total			12 days	10 days

VI. Expertise and personal specification

1) Number of consultants : 2

2) Consultant profiles :

Consultant 1 – International consultant – Organisational capacity assessment

A. Skills and qualifications

- Advanced university degree in public health, international development, or a related field;
- Proven analytical skills
- An ability to write in a clear and concise manner; excellent English writing skills.
- Excellent interpersonal/diplomatic skills and ability to establish effective working relationships with people in a multi-cultural environment;
- Fluency in English (spoken and written) is compulsory.
- An ability to understand / speak Ahmaric is desirable.

B. General professional experience

- A minimum of 5 years' professional experience working on organizational development issues with civil society organizations, preferably in the HIV/AIDS sector. Familiarity with organizational development terminology and methodology is necessary ;
- Experience in the HIV/AIDS sector in a developing country is necessary ;
- Previous experience in undertaking participatory organizational assessments with civil society organizations or networks, preferably in the HIV/AIDS sector.

C. Specific professional experience

- Strong work experience in participatory methods ;
- Strong work experience in facilitating participatory workshops ;
- The consultant must be sensitive to issues affecting network members ;
- A good understanding of how networks function, of their roles and responsibilities and their added value in the HIV/AIDS response ;
- Previous work experience in Ethiopia or in the region is desirable.
- Familiarity with the HIV network capacity analysis toolkit will be a plus.

Consultant 2 – National consultant – planning and organisational development

A. Skills and qualifications

- A degree in public health or organisational development is desirable.
- Excellent interpersonal/diplomatic skills and ability to establish effective working relationships with people.
- The national consultant must be bilingual in Ahmaric/English to ensure smooth communication between the international consultant and NNPWE members/constituency during the assignment. Both languages must be spoken and written fluently.

B. General professional experience

- A minimum of 10 years' professional experience working within an HIV/AIDS or sexual and reproductive health (SRH) civil society organization or network in Ethiopia;

- Strong understanding and knowledge of the Ethiopian HIV and civil society context
- Strategic planning experience will be a plus.

C. Specific professional experience

- The consultant must demonstrate a strong understanding of the roles and responsibilities and added value of national networks, preferably in the HIV/AIDS sector.
- Previous experience in strategic planning of a health-related civil society organization or network in a developing country, preferably in the HIV/AIDS sector
- Previous work experience in Ethiopia and strong understanding of the country context and of Ethiopian civil society positioning in the national landscape.

VII. Assignment report

In addition to the deliverables mentioned above, a final report is due at the end of the mission within 10 days of return from the assignment.

Language of the report: English.

Report terms: report will be sent by email to Expertise France.

VIII. Monitoring and evaluation

Performance indicators

Deliverables	Immediate results	Intermediary results	Sources of verification
Capacity assessment report and capacity building action plan	The participatory assessment workshop allows to create a consensus on the strengths and weaknesses of NNPE and on what should be addressed as a priority (capacity building action plan)	The capacity building action plan allows NNPWE team to implement necessary actions and monitor progress. It provides a basis to leverage necessary funding for technical assistance.	Capacity building action plan