

TORS FOR EVALUATING GENDER AND WOMEN'S RIGHTS PROGRAMMING IN OSISA

BACKGROUND

The Open Society Initiative for Southern Africa (OSISA) is a regional Foundation that is part of a global network of the Open Society Foundations. Established in 1997, and based in Johannesburg, OSISA's vision is the realization of a vibrant Southern African society in which people, free from material and other deprivation, understand their rights and responsibilities and participate democratically in all spheres of life. In pursuit of this vision, OSISA's mission is to initiate and undertake advocacy work (and support initiatives by others) that seek to establish the ideals of open society in the region.

Since its establishment in 1997, the Foundation has evolved and grown in breadth and depth in understanding and engaging with the issues it advocates on – and also in numerical representation of staff, associates and partners who lead and push the open society ideals agenda in the region. For instance, from an initial focus on education and media during the conceptualisation stages of the organisation, thematic focus has since expanded to incorporate human rights and democracy-building, information and communication technologies, economic justice, HIV and AIDS, gender and women's rights, language rights, among other issues in the region of its operation; working with a staff compliment of over 60 professionals across the thematic and country offices, as well as spinoff projects and programmes. Dedicated strategic plans have also evolved guiding the Foundation's programming and initiatives in countries experiencing crises of governance (i.e. Swaziland and Zimbabwe currently), as well as those in transition from crises to democracy (i.e. Angola and DRC).

The Foundation's work is currently organised in clusters as follows:

1. The two **building-block** programmes of Education and Information and Communication Technologies (ICTs):
2. The two **frontline rights programmes** of Human Rights and Democracy-building (HRDB) and Media:
3. The two **public policy programmes** of Economic Justice and HIV and AIDS.
4. The two **cross-cutting programmes** of Gender and Women's Rights and Language Rights.
5. The two **capacity-building programmes** of Law, and Lusophone Initiatives – designed to primarily build capacity and enhance law-focused advocacy and integrating Lusophone countries into the rest of the region, respectively.

The thematic programmes are supported by overarching support units, namely: the Civil Society and Partner Capacity-building unit, which focuses on equipping partner organisations with a range of skills necessary in their work, and the Research and Publications unit which coordinates knowledge production and management across all the thematic programmes.

In addition, two key spinoff programmes have been established – the first being the Southern African Litigation Centre (SALC) which is aimed at boosting the capacity of human rights lawyers to effectively undertake public interest litigation to promote people’s access to justice. The second is a portfolio of work around monitoring of various processes and commitments that State institutions have committed to (or are engaged in); and the Africa Monitoring and Advocacy Programme (AfriMAP) is the centre-piece of this monitoring work. A number of thematic programmes have since borrowed from AfriMAP tools and methodologies to undertake a diverse range of tracking and monitoring initiatives including HIV and AIDS resource tracking; public budgets tracking; monitoring Aid flows in the region; enhancing police oversight mechanisms; monitoring achievement of EFA goals; monitoring ICT policy developments; and anti-corruption advocacy, among others.

As the range of issues has diversified, OSISA has also diversified the nature and number of partnerships around its work. From primarily working with civil society entities, the organisation now works with strategic State institutions, academic institutions and other partners. In addition, the geographical catchment area has also grown to 10 countries, with a number of pan-African initiatives undertaken in collaboration with other OSF entities and partners. All these and other initiatives are testimony to the broad and diverse range of issues that the Foundation now engages with.

GENDER AND WOMEN’S RIGHTS STRATEGIC FIT IN OSISA PROGRAMMING

Since its establishment in 1997, OSISA has embraced feminist principles as central to the ideals of open society, not only in Southern Africa, but on the continent. Therefore even at the initial stages of establishing the Foundation, gender equality and women’s rights were key policy considerations not only in recruiting staff, but also in assessing, designing and selecting projects for support. For instance, girls’ education was a core portfolio of education programming from the onset of the education programme, much as women’s representation and participation in and through the media also formed a key component of the media programme guidelines. As the Foundation has grown, gender mainstreaming across all thematic programmes has become policy, and all programmes have endeavoured to mainstream gender and to adopt a women’s rights approach in their programmes. OSISA has constantly reviewed its approach on women’s rights programming, and has significantly changed its strategic approach, mainly in response to the worsening indicators of the quality of life of women, especially given the realities of the burden that the HIV and AIDS pandemic has placed on the shoulders of women in the region.

Therefore, since 2005, an attempt was made to scale up women’s rights programming and have a designated officer and a working group to lead this work in the Foundation. However, without a fully dedicated programme staff, this work – to a greater extent – remained concentrated in one or two programmes.

OSISA has since consolidated its gender and women’s rights programming efforts, and a dedicated and full-fledged Gender and Women’s Rights Programme has been established (in 2010) with two main objectives:

1. to continue working closely with thematic programmes to mainstream gender; and

2. to lead and advance the Foundation' advocacy work on women's rights across the thematic programmes.

SCOPE OF CONSULTANCY PROJECT

OSISA seeks the services of a team of consultants to undertake an evaluation of OSISA's programming in gender and women's rights in Southern Africa, since its establishment. The evaluation is designed to be an important process that should draw lessons that OSISA ought to learn from its experiences in the past decade, as well as highlight opportunities for the Foundation going forward. The evaluation has two key overarching objectives, namely:

1. Evaluating the *Foundation's strategic approach to women's rights advocacy work* (including the various models used in the past, the nature of programmes and initiatives undertaken and supported, and the current design, structure and strategies of the gender and women's rights programming across thematic programmes; operational environment and support systems; focusing especially on assessing how these are effective in promoting and protecting women's rights in the region; and
2. Evaluating the *Gender and Women's Rights Programme strategies*, initiatives and interventions and assess the programme's effectiveness in mainstreaming gender across other programmes and in leading gender and women's rights advocacy work in the region.

SPECIFIC TASKS

In order to fully achieve the two overarching objectives highlighted above, the Consultants will review, assess and evaluate the following interlinked aspects:

A. In terms of *Overarching Objective 1: Evaluating the Foundation's Strategic Approach*:

1. Review the **strategic fit** and **relevancy** of gender and women's rights programming in the Foundation:
 - a. Sampling of women's rights initiatives and projects across programmes and how these fit into the overall vision and mission of the organisation;
 - b. Relevancy of gender and women's rights programming in the various thematic programmes;
 - c. Relevancy of gender and women's rights programming given the socio-economic, political and other realities in the region of its operation;
 - d. Assess the Foundation's **niche** in gender and women's rights programming in relation to its competitors and partners working towards the same goals and objectives in the region;
2. Review the various **models used** towards gender and women's rights promotion and protection in the region;

- a. Review and assess the various **methods** and **approaches** used;
 - b. Effectiveness of **gender mainstreaming** models in the various thematic programmes; and
 - c. Review and assess **thematic programme staff's skills** and **capacity** to mainstream and undertake initiatives from a gender and women's rights perspective.
3. Review and assess **institutional support** and **operational systems**
 - a. Review the institutional policy, finance and ICTs support systems and assess their conduciveness to gender and women's rights programming;
 - b. Review **financial** and **other resources** available to thematic programmes to undertake gender and women's rights work;
- B. In terms of *Overarching Objective 2: Evaluating the Gender and Women's Rights Programme*:
 1. Review **Programme design** and assess to what extent this structuring will ensure delivery on the two programme goals and objectives of mainstreaming gender into thematic programmes and leading the Foundations' gender and women's rights advocacy initiatives in the region;
 2. Review and assess the gender and women's rights programme's **strategic advantage** in relation to its partners and competitors in the region of its operation;
 3. Review and assess the key **programme strategies** and **approaches**;
 4. Review the **operational environment** and **systems** (i.e. staff capacity, budgetary allocations, opportunities for skills development and other resources);
 5. Review the programme's **key partnerships** (within and outside the OSF network) and assess to what extent these have advanced the programme's goals and objectives.

PROJECT DESIGN

The evaluation envisages a process of desk review of documents and plans, as well as interviews with OSISA former and current staff, Board members, former and current partners, beneficiaries of OSISA programmes and projects as well as sister Foundations and network programmes within OSF. The Consultants will be expected to design and develop a comprehensive project sample and action plan for consideration by OSISA, once selected.

EXPECTED OUTPUTS

The Consultants are expected to deliver to OSISA a comprehensive written report which meets the following specifications:

- **Reviews** and **analyses** the various aspects as outlined above;
- Highlights **gaps**, **challenges** and **opportunities** for the Programme and Foundation to achieve its overall objectives of promoting gender and women's rights;

- Highlights and clearly indicates **lessons** that OSISA and the Gender and Women's Rights programme could learn from its experiences in the past 13 years of women's rights programming in the region;
- Clearly indicates **specific recommendations** (per each of the above key aspects of the two overarching objectives) that the Programme and the Foundation should consider moving forward (especially given key and emerging issues that are – and will – inevitably affect the quality of life of women in the region).

EXPECTED OUTCOMES

A report that is primarily a **learning tool** that will inform OSISA's programming and approaches to improve the Foundation's efforts to promote and protect women's rights in the region. The envisaged evaluation report is expected to highlight **gaps, lessons, opportunities, and threats** that the Programme and Foundation need to take note of in future plans and strategies.

TIME FRAMES

The project will be undertaken over **40** days, as follows:

1 day	Consultants briefing by OSISA;
1 day	Consultants develop a sample and action plan;
3 days	Desk research and literature review of documents in OSISA archives and programme databases;
5 days	Interview with former and current OSISA staff and Board members;
15 days	Selected country and project visits and interviews;
10 days	Report writing;
1 day	Consultants present a zero draft report to all OSISA staff; and
3 days	Consultants incorporate comments/ inputs from OSISA staff and finalise report.

NB: Before presentation of zero draft report, Consultants will submit an electronic copy (Word version) of their findings and draft report to OSISA Gender and Women's Rights Programme and OSISA management (for their comments and inputs) before presenting a revised zero draft to all OSISA staff.

PROJECT COSTS

OSISA will reimburse travel, accommodation, subsistence and project-related costs incurred by Consultants on submission of original receipts.

All interested Consultants are requested to submit a project proposal and comprehensive indicative project budget, as part of their motivation and application for consideration.

PROJECT MANAGEMENT

The project will be managed by the Gender and Women's Rights Programme Manager at OSISA, or any other officer designated, in writing, by the OSISA Executive Director.

CONSULTANTS' SPECS

A team of Consultants (not more than 2) with the following skills and competencies are encouraged to express their interest:

- A Post Graduate Degree in a relevant discipline (eg Social Science, Law, Politics, Economics and Human Rights);
- Specialisation and additional training in gender and women's rights;
- Competence in Organisational Development;
- Verifiable experience in gender mainstreaming at organisational, programme and project levels;
- Demonstrable competencies in gender strategy planning and programme design;
- Demonstrable experience in evaluating programmes and projects across countries and also those of a regional nature;
- Knowledge of the socio-economic and political dynamics as well as the social justice issues in the SADC region;
- Demonstrable knowledge and understanding of the architecture of women's movements in the region.

PROCEDURE FOR SUBMITTING APPLICATIONS

Those interested should submit a **brief project proposal** (outlining the tools, methods and sampling model to be used), with a **comprehensive indicative budget** (including consultancy fees, travel and subsistence costs etc), to:

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*The Deadline for submissions is close of Business on **Friday 06 August 2010**.*