

**Terms of Reference (ToR)**  
**Consultant Capacity Building of Women's Rights Organizations (WROs)**  
**WFWI-KRI-2024-CON-11-02**

**Location:** Iraq

**Duration:** 9 months, across three years. From December 2024 to December 2027

**Introduction:**

Women for Women International (WfWI) is a renowned organization dedicated to supporting women survivors of war and conflict. They empower marginalized women by providing them with knowledge, skills, and resources to create sustainable change for themselves, their families, and their communities. WfWI focuses on serving the most marginalized women in conflict-affected countries, helping them earn and save money, improve their health and well-being, influence decisions, and connect to support networks.

Since 1993, Women for Women International has assisted over half a million marginalized women in countries affected by war and conflict. They operate through Country Offices (Afghanistan, the Democratic Republic of the Congo (DRC), Iraq, Nigeria and South Sudan and affiliates, (Rwanda, Bosnia and Herzegovina).

WfWI believes that individual women in conflict-affected areas play a crucial role in transforming their lives and the realities of those around them. Through their year-long Stronger Women, Stronger Nations program, they provide women participants with essential tools to create positive change. The program combines foundational training, vocational skills-building, financial support, resources, and connections to other women.

**Context:**

In partnership with the UK Foreign, Commonwealth and Development Office (FCDO), WfWI-Iraq supports the national/local Women's Rights Organizations (WROs) and Civil Society Organizations (CSOs) across Iraq, including in the Kurdistan Region of Iraq (KRI), to advance a localised Women, Peace and Security (WPS) agenda; sustain progress towards women's rights and equality; and strengthen women's full, equality and meaningful participation. To ensure the effective and impactful utilization of the resources provided within this project, WfWI seeks to assign a consultant (or a consultancy firm) to identify and assess selected WROs. The consultant will evaluate the WROs' capacity, identify areas for improvement, and examine their Monitoring and Evaluation (M&E) practices, including data confidentiality approaches and will design the capacity building materials accordingly.

**Objective:**

**The main objective of this consultancy is to:**

1. **Assess the Capacity** of selected 46 WROs using WfWI's Due Diligence and Organizational Capacity Assessment tools, identifying strengths and areas for development in organizational management, program delivery, and sustainability.

2. **Evaluate Monitoring and Evaluation (M&E) practices**, with an emphasis on data collection, management systems, and data confidentiality protocols.
3. **Co-design**, with WROs, capacity development plans based on the identified gaps.
4. **Support the implementation** of the customized capacity strengthening plans and provide ongoing mentorship and technical guidance.
5. **Training Materials:** Draft a comprehensive training materials package, tailored to the needs identified through the capacity- assessment.

### **Scope of Work:**

The consultant will be responsible for the following tasks:

#### **1. Capacity Assessment:**

- Conduct a thorough assessment of the organizational capacity of selected 46 WROs, including organizational management, program delivery, and sustainability.
- Prepare detailed assessment reports for the 46 WROs, including findings, recommendations, and proposed capacity building plans.
- Provide actionable recommendations for WfWI on how to support WROs in achieving their organizational goals and advocacy objectives.

#### **2. Evaluation of M&E Practices:**

- Review and assess current M&E tools and policy within the selected WROs, including their data collection, analysis, and confidentiality practices.
- Identify key areas where WROs can enhance their M&E practices to align with best standards in the sector.
- Provide actionable recommendations to improve their data management and protection mechanisms.

#### **3. Capacity Development Plan:**

- Co-design customized capacity strengthening plans in collaboration with each WRO, addressing their technical, organizational, and financial capacity needs as identified in the assessment.
- Identify strengths and weaknesses and provide recommendations for capacity-building initiatives.

#### **4. Development of training materials:**

- Design a comprehensive training materials package based on the identified needs from the capacity- assessment.
- Ensure that the materials are relevant, practical, and tailored to address the specific challenges and goals of the WROs.
- Develop structured training modules with clear learning objectives, session plans, and content, ensuring ease of facilitation.

- Create supporting materials such as presentations, handouts, case studies, and exercises to complement each training module.
- Adapt the materials to be accessible for participants with varying literacy levels and ensure they are culturally appropriate.
- Provide recommendations for how the materials can be utilized for future training sessions and scaled for broader use.

#### **5. Orient WFWI Internal Staff on Prepared Training Materials:**

Conduct sessions to familiarize WFWI internal staff with the developed training materials, ensuring they are well-equipped to deliver the content effectively. Provide guidance on facilitation techniques, key messaging, and how to adapt the materials for various audiences.

#### **6. Deliverables:**

1. **Workplan:** Create a timeline and work plan that aligns with the objectives and scope outlined in these Terms of Reference (ToR).
2. **Assessment Report** for each selected WRO, detailing organizational capacity assessment, including M&E practices, data confidentiality approaches, and areas for improvement.
3. **Capacity Development Plan** for each WRO, including recommended interventions and resources.
4. **Training materials package** designed based on the needs of the assessed WROs
5. **Final Consultancy Report** summarizing overall findings, recommendations, and the potential impact of the unrestricted funds on WROs' advocacy efforts.

#### **Qualifications:**

- **Educational Background:** Advanced degree in social sciences, international development, gender studies, or a related field.
- **Experience:** Minimum of 7 years working with civil society organizations, particularly in capacity building and M&E. Familiarity with the Iraqi context, especially grassroots women-led organizations.
- **Skills:**
  - Strong expertise in organizational capacity assessment and development.
  - Experience in collecting and analyzing data from different sources and producing quality reports.
  - Proficiency in designing and evaluating M&E frameworks.
  - Knowledge of data confidentiality best practices.
  - Experience in supporting WROs in advocacy planning and implementation.
  - Capacity to work simultaneously on various issues and tasks independently, adjusting to priorities and achieving results with agreed objectives and deadlines
  - Ability to design comprehensive training packages, including curriculum development and module structuring.

- Expertise in creating learning objectives, session plans, and clear, engaging content tailored to the target audience.
- Capacity to develop facilitator guides that support effective instruction.
- **Communication:** Excellent report writing and communication skills in English (and fluent Arabic and Kurdish).
- **Cultural Sensitivity:** Demonstrated ability to work in diverse cultural settings, with a deep understanding of the socio-political context of Iraq.

### **Application Process:**

Interested applicants (preferably consultancy firms with multi-sector experts) are invited to submit the following documents:

- Updated CV's highlighting relevant experience.
- Cover letter detailing your understanding of the ToRs and approach to the consultancy and why you are the best fit for this role.
- Sample of a previous assessment or consultancy reports (optional).
- Proposed consultancy fee.
- Proposed workplan for executing the consultancy

### **Evaluation Criteria:**

Candidates will be evaluated based on the following criteria:

- Relevant experience and expertise.
- Understanding of the consultancy requirements.
- Quality of previous work.
- Proposed approach and methodology.
- Cost-effectiveness of the consultancy fee.

### **Contact Information:**

For any inquiries regarding this TOR, please ([kri-procurement@womenforwomen.org](mailto:kri-procurement@womenforwomen.org))