

TERMS OF REFERENCE (TOR)

Consultancy Title	Small Grants Scoping and Design Consultant
Project	Support to the Africa-led Movement (ALM) to end Female Genital Mutilation/Cutting programme
Reporting to	Dr Jacinta Muteshi, Team Leader
Location of Assignment	Nairobi, Kenya
Level of Effort	25 days
Introduction and background	
<p>The UK Government (Foreign, Commonwealth and Development Office - FCDO) has a vision of a world free from Female Genital Mutilation/Cutting (FGM/C) by 2030, in line with the SDGs. A programme has been established entitled ‘Support to the Africa-led movement (ALM) to end FGM/C’ to contribute to global efforts to achieve that vision. Following a co-creation period, programme implementation began in September 2021.</p> <p>This programme will support and build the capacity of the ALM to end FGM/C at multiple levels and at scale, working in partnership with the rest of the FGM/C movement, complementing UN agencies (such as the UNFPA-UNICEF Joint Programme on FGM/C), Saleema initiative, other alliances (such as Girls not Brides etc.) and grassroots Civil Society Organisations (CSOs), women’s and girls’ movements, etc.</p> <p>The programme includes two consortia working in close collaboration. Options leads a consortium including Amref Health Africa, ActionAid UK, Orchid Project, ACCAF and University of Portsmouth to implement the ‘Support to the ALM to End FGM/C’ programme. Population Council is implementing ‘The FGM/C Data Hub: Data and Measurement Support to the ALM to end FGM/C’.</p> <p>Community-based activities within the programme are focused in Isiolo and Narok counties in Kenya, with communications and advocacy activities taking place at county, national and international levels. One important output of the programme is the provision of small grants to build the capacity of grassroots women-led, girl-led, women’s rights and youth-led organisations and activists to end FGM/C, given these types of organisations are often unable to access large formal funding mechanisms.</p> <p>Options has previously led a small grants programme for grassroots end FGM/C projects in multiple countries in sub-Saharan Africa, as well as managing other grants programmes and providing technical assistance, networking and learning opportunities and capacity building to grantees. A number of tools, processes and systems therefore already exist, and a draft strategy and grants manual have already been written for this programme.</p> <p>However, the grants mechanism design needs to be further tailored and updated to reflect: the needs and local context of potential grantees; the specific objectives of the programme; and to take on board the most recent best practices, learning and evidence from comparable small grants initiatives. We are therefore entering a period (January – March 2022) of refining and finalising the design of the small grants mechanism, in consultation with consortium partners, FCDO, our potential grantees, and other key stakeholders.</p>	
Objective	
<p>The objective of this assignment is to support the programme to refine and finalise the design of the small grants mechanism in a way that supports partners to deliver effectively, does not create unnecessary additional burdens on them, and manages key risks. The consultant will also advise the programme on how to support interim granting activities. This will be achieved by:</p> <ol style="list-style-type: none"> a. Undertaking a scoping exercise that will enable us to: <ol style="list-style-type: none"> i. Understand the diverse priorities, needs and ambitions of potential grantees (a range of 	

- activists (including girls and young women), grassroots organisations, women's networks etc.) that we aim to support and collaborate with.
- ii. Identify grassroot organizations with existing, community-focused activities that are strategically aligned with the programme, that we can fund directly in the short term (prior to the grants mechanism launching in full)
 - b. Synthesising recommendations, good granting practices and evidence from comparable grant-making initiatives, learning from those who have designed and led this kind of grants mechanism before (e.g. those promoting locally led social change, with a focus on women and girls' rights)
 - c. Leading a consultative design process to refine and finalise the grants mechanism, drawing on steps (a) and (b)
 - d. Updating and revising the grants strategy and funding manual to reflect the agreed re-design

Scope

The assignment will take place between January – mid-March 2022, starting as soon as possible. The grants mechanism design refinement and finalisation process is expected to build on the existing grant-making infrastructure and human resources at Options; the draft grants strategy and manual (making updates/revisions where necessary); and other organisational parameters (e.g. around due diligence and risk management). The design must also be complementary to other key programme documents including the Theory of Change, overall technical design of interventions, and Results Framework.

The process must involve consulting with all key stakeholders including the programme leadership team, consortium representatives, Options leadership/focal points (e.g. for financial matters), potential grantees and their representatives (including girls and young women) and FCDO.

The majority of the consultancy (including consultations) will take place virtually, however the consultant will travel to Narok and Isiolo counties to undertake face-to-face consultations with partners (approximately 5 days per county).

The programme is committed to channelling resources to grassroots, locally-led social change initiatives as soon as possible. The programme therefore aims to support a number of local organisations/activists with small-scale granting/funding of activities prior to the finalisation of the grants strategy, during January – March 2022. This process will be led by the programme's core team, but the consultant will make recommendations and provide strategic advice, which will feed into consideration of which activities/organisations are supported, and why/how.

The Consultant will report to the Team Leader.

Main responsibilities

1. Desk review and kick-off

The consultant will ensure they are familiar with all key programme documentation (Theory of Change, political economic analyses, intervention designs, results framework, draft grants manual and strategy etc.) and the structure and key partners within the programme. The consultant will participate in a series of meetings/a kick off workshop to align expectations, clarify processes and share knowledge at the start of this redesign process.

The consultant will draw on their existing expert knowledge, recently published documents/evidence and/or conduct a small number of key informant interviews to pull together recommendations for good granting practice to ensure the design of the grants mechanism is based on up to date learning from other relevant initiatives.

2. Scoping exercise

The consultant will undertake a scoping exercise to capture the priorities, needs and ambitions of potential grantees (a range of individuals (including girls and young women), grassroots organisations, women's networks etc.) that we aim to support and collaborate with. Building on the findings of the sub-national political economic analysis (underway in December 2021), this exercise will highlight opportunities for grant-making, plus the constraints/challenges that these individuals, organisations and networks face. With this knowledge and understanding, we can then tailor grant making. Geographic focus is on Narok and Isiolo counties. Questions to be covered in this scoping exercise may include (but are not limited to):

- What kind of activities do organisations and activities want to lead towards ending FGM/C and VAWG more broadly?

- What are their long-term aspirations?
- What challenges and barriers do they face? (in particular, in relation to accessing grant funding of this kind?)
- What level of funding (if any) are potential grantees used to receiving, through what mechanisms?
- What level of staffing and capacity do potential grantees have? Where are the likely capacity gaps (both skills and other key issues such as staffing, access to finance etc.) in relation to accessing and managing grant funding and implementing end FGM/C initiatives?
- What experience do potential grantees have of applying for, managing and reporting on grant funding?
- What challenges have they/are they likely to face in relation to applying for and managing grant funding?
- In which technical areas are potential grantees likely to require further support/training? (e.g. running effective campaigns or advocacy, safeguarding, social change communication, girl-centred and/or rights-based approaches)
- How well connected are potential grantees to one another or to other supportive structures? (e.g. county administration, broader networks)
- What communications channels (internet, PCs, smartphones) do potential grantees have access to? What constraints should the design bear in mind? What other communications considerations does the design need to reflect? (e.g. around languages/literacy or disabilities)
- What recommendations would potential grantees make to potential grant makers? How might we help overcome some of the barriers faced? (e.g. simplifying processes, submitting spoken reports, providing technical assistance on specific areas such as evaluation)
- What other grant makers are active in these geographic areas, in comparable fields? Are there opportunities for joint training/capacity building?

The final TOR for the scoping exercise will be discussed with and approved by the Team Leader before work commences. The findings from the scoping exercise will be synthesised into a report, including recommendations/implications and considerations for the design of the grants mechanism.

3. Recommendations for interim funding opportunities

In the course of this scoping exercise, the consultant will make recommendations to the core team, to feed into the selection of strategically aligned, community-focused end FGM/C activities/organisations/activists to support, in the run up to the launch proper of the grants mechanism.

4. Lead a consultative design process to refine and finalise the grants mechanism

This will be a consultative process (likely through a series of meetings and/or workshops), presenting the results and recommendations from the scoping exercise, and addressing key design questions, such as:

- How can we 'right size' the application process and/or audit processes, whilst ensuring Options can adequately manage risk?
- How can we simplify processes or use innovative approaches like spoken reports? How can we ensure we're funding the additional staff time required for this work on their side?
- What size, structure and make-up of team is required to deliver this grants mechanism and where should they sit?
- Risk management: how do we balance/manage the need for minimising financial/fiduciary and safeguarding risks, but also risks of over-burdening partners, risk of 'NGO-isation' of movements or other unintended consequences of bringing money into the sector?

Expected outputs

Output	Submission date
1. Detailed Terms of Reference for scoping exercise (key questions, criteria for selecting participants etc.)	2 days LOE – desk research + consultation with leadership team)
2. Scoping Exercise findings report, including recommendations for interim funding opportunities and summary of good granting practices	(LOE: 2 days planning (tool design, setting up meetings), 5 days in each county, 2 days good granting practice review/meetings, 5 days analysis and write up = 19 days)
3. Updated grants strategy and manual (draft versions to be submitted for feedback; then finalised following review process)	3 days to make updates, revise following comments 12 March 2022

Reimbursable expenses budget

The Consultant will receive the Options Kenya per diem rate of Kshs 3,250 whilst in the field.

Payment Schedule

An invoice should be raised following the submission and approval of the expected outputs

Deliverable #	Deliverable	% Amount due
1	Terms of Reference for Scoping Exercise	20%
2	Scoping exercise findings	40%
3	Updated grants strategy and manual	40%

Contract Management and Reporting arrangements

The Consultant will liaise with and report to the ALM Programme Team Leader and work closely with consortium partners.

All contractual and administrative matters will be managed by Emmanuel Alum- Senior Operations & Finance Manager.