



**TERMS OF REFERENCE**

**Development of An Advocacy Situational  
Analysis for the 'Support to the Africa-led  
Movement to End FGM/C Programme'**

## 1. Introduction to Africa Led Movement

The UK Government (Foreign, Commonwealth and Development Office - FCDO) has a vision of a world free from the practice of Female Genital Mutilation/Cutting (FGM/C) by 2030, in line with the Sustainable Development Goals (SDGs). The importance of eliminating FGM/C is reflected in Target 5.3 of the SDGs: “Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.” The ‘Support to the Africa-Led movement (ALM) to end FGM/C’ programme has been established to contribute to global efforts to achieve that vision.

Building on the foundations of the first five-year investment (2013-2018) of the Department for International Development, this programme will focus on accelerating the pace of change and achieving results to contribute to the vision in the SDGs of a world free of FGM/C by 2030. More specifically, this program will support and build the capacity of the ALM to end FGM/C at multiple levels and at scale. The ALM is the End FGM/C movement and a community of activists at all levels whose efforts are complementing the work of UN agencies (such as UNFPA-UNICEF Joint Programme), Saleema initiative, other alliances (such as Girls not Brides, She Decides, FEMNET, Global Citizen, One Campaign) and grassroot Civil Society Organisations (CSOs), women’s and girls’ movements, etc.

The intended impact of this 5-year programme is an accelerated reduction in the practice of FGM/C in focus countries/regions by 2025. However, this programme is not only focused on reducing FGM/C. It envisions a world where girls and women can exercise their power and rights, have expanded choice and agency, and be free from all forms of violence, including FGM/C.

Phase II is composed of two consortia working in close collaboration. Options will engage with Amref Health Africa, ActionAid UK, Orchid Project, ACCAF and University of Portsmouth to implement the ‘Support to the ALM to End FGM/C’ in cooperation with Population Council and Greenmash that will implement ‘The FGM/C Data Hub: Data and Measurement Support to the ALM to end FGM/C’ (hereafter: ‘FGM/C Data Hub’). This programme will support and build the capacity of the already existing Africa-Led Movement to end FGM/C at multiple levels and at scale.

The programme will work innovatively to address FGM/C at scale, through three complementary and mutually reinforcing approaches, namely:

- i. Supporting and building the capacity of the Africa-led movement to end FGM/C at multiple levels and at scale, - through targeted, comprehensive and integrated interventions at community level which are amplified through media and campaigns.
- ii. Getting laws, policies, and systems at multiple levels to work effectively to end FGM/C; and
- iii. Generating the right data to guide interventions and measure change.

The consortium’s approach to support the Africa-led movement is girl-centred, recognises the intersecting identities that inform their lives, and aims to empower all girls and women - promoting health, bodily autonomy, and their right to live free from violence. The work on the programme is framed within a learning and adaptive programming approach.

The purpose of the programme is to support the Africa-led Movement to end FGM/C – a diverse network of stakeholders and activists (particularly women and girls), that are challenging violence

against women in their communities on a daily basis. As part of our participatory approach and commitment to co-create the programme with the ALM, the Strategic and Technical Advisory Group of Experts (STAGE) and other stakeholders were also consulted in the development of the Programme Strategy and Theory of Change.

## 2. Background

An estimated 200 million girls and women have undergone female genital mutilation/cutting (FGM/C), a human rights violation that can lead to health consequences that affect girls' and women's physical, mental and sexual health and well-being. As a gendered harmful practice, FGM is a manifestation of gender inequality deeply entrenched in social, political and economic structures. It also represents society's control over girls and women and perpetuates normative gender roles that are unequal and harmful.<sup>1</sup>

The global community has spearheaded interventions for the elimination of FGM/C, including the establishment of international treaties, rallying nations into ratification and domestication of the instruments, and implementing end FGM/C-related programmes. Countries that have adopted similar interventions have recorded a decline in FGM/C prevalence and achieved attitudinal and behaviour change towards the practice. FGM/C prevalence has declined in Ethiopia (from 80% in 2000 to 65% in 2006), Kenya (from 38% in 1998 to 21% in 2014), and Senegal (25.2%) according to the latest DHS/MICS data. However, FGM remains near universal in Somalia (99.1%). Despite the progress made in most of the aforementioned countries a total of 4.9 million girls are at risk of FGM/C in these countries.

To sustain FGM/C-related prevention, protection, and care services for girls at risk, the United Kingdom (UK) government (Foreign, Commonwealth and Development Office - FCDO), has funded the Africa-led Movement to implement innovative interventions to reach more girls and women. Political economy analyses (PEAs) were carried out for Ethiopia, Kenya, Senegal and Somalia/Somaliland. The analyses showed that each country is at different levels and stages on relevant parameters for the elimination of FGM/C, which reflects diversity in the legal/policy environment, political commitment, economic investments on interventions and social-cultural determinants of the practice.

The Support to the Africa-Led Movement to End FGM/C programme gives high priority to advocacy as a tool for FGM/C elimination. Our consortium has a strong track record in implementing impactful evidence-based advocacy, and in holding governments to account to meet commitments. Approaches used include: Participatory advocacy planning; policy and legislative analysis; mapping key stakeholders to identify targets, allies, and blockers; developing key messages and associated briefings for key audiences, ensuring all activity is linked to advancing change objectives.

Our strategic approach in advocacy is guided by the ALM's Global Advocacy Strategy goal of '*contributing to ending the practice of FGM/C by strengthening the Support to the Africa-Led Movement programme using innovative advocacy tools at multiple levels.*' It will be situated in

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<sup>1</sup> Office of the High Commissioner for Human Rights, et al., Eliminating Female Genital Mutilation: An interagency statement – OHCHR, UNAIDS, UNDP, UNECA, UNESCO, UNFPA, UNHCR, UNICEF, UNIFEM, WHO, World Health Organization, Geneva, 2008, accessed 28 October 2020.

and navigate the political realities within national contexts and will be led by the specific policy-change objectives identified at global, regional, national and local levels. We will undertake this work stream in coordination with and to complement the UN Joint Programme and like-minded partners. Our approach acknowledges that the mobilisation of girls, activists, ambassadors and other key stakeholders is the strongest way to achieve real change. Advocacy strategies will be adaptable, agile and responsive when circumstances and opportunities change, such as with the election of a more supportive, or less supportive government in a focal country. We will invoke strategic advocacy and accountability approaches to respond to emerging trends, including the medicalisation of FGM/C, cutting girls at a younger age, and cross-border movements. Given our deep knowledge of country contexts, existing strong relationships (with youth coalitions, government, and regional bodies) and already existing advocacy platforms, we will be able to mobilise and initiate quickly to achieve identified goals.

The Support to the Africa-Led Movement to End FGM/C Advocacy Strategy has five aims:

- i. To build, connect, and support the movement of organisations and activists working to end FGM/C in all its forms. The Support to the ALM advocacy strategy will aim to map, connect, and strengthen organisations and activists working to end FGM/C. The strategy will aim to amplify stories, knowledge, and evidence from local, national, and regional organisations and activists to influence global shifts.
- ii. To support and build the capacity of girls, and women's rights organisations and activists working to end FGM/C. Girls and young women can be change agents among their peers and in their communities. However, too often their voices are left out of efforts to effect change. The ALM programme's girl-centred approach recognises that FGM/C is a practice that affects girls and young women, therefore any effort to end the practice must put them at its centre.
- iii. To centre FGM/C as an issue underpinned by gender inequality and to advocate for its inclusion in wider development programmes. FGM/C is often treated as a silo and standalone issue outside efforts towards gender equality and equity. While there is change, efforts are needed to accelerate FGM/C's inclusion into other development programmes.
- iv. To amplify evidence and learnings on effective instruments to end FGM/C. The Support to the ALM programmes will produce evidence and learnings through its community level work, and through the ALM Data Hub led by University of Portsmouth. The ALM Advocacy Strategy aims to play a critical role in amplifying evidence and learning in order to contribute to wider efforts to end FGM/C.
- v. To influence decision making at multiple levels for effective laws and policies to end FGM/C. Many countries affected by FGM/C have put in place commendable law and policies in an effort to curb the practice. However, in many cases the gaps between enactment of laws and policies and the social and gender norms that keep FGM/C are too big, meaning that legislation is often not fully implemented or effective. The Support to ALM Advocacy Strategy aims to support dialogue and learning on what an enabling environment for effective legislation looks like.

### 3. Purpose

The overall aim of the Advocacy Situational Analysis (ASA) is for the ALM to gain a greater understanding of context, power analysis, narratives and existing advocacy interventions towards ending FGM/C at multiple levels, and to identify gaps in order to strengthen the current interventions and inform future programming. It aims to support the ALM programme to develop and deliver effective influencing, advocacy and campaign strategies that tackle the structural causes of FGM/C and gender inequality; strategies with impact to help shift unequal and unjust power relations, and to lead to changes in policies, practices, attitudes, behaviors and social norms.

ASA helps to identify links and influences between advocacy activities at different levels and recommend strategic advocacy and accountability approaches to respond to new emerging trends, including the medicalization of FGM/C, cutting girls at a younger age, and cross-border movements. These context-specific challenges point to the need for a sophisticated and tailored advocacy approach, coordinating at global, regional, national and local levels, with an in-depth analysis and understanding of the potential and routes for change, and the ability to adapt for changing circumstances.

The situation analysis forms the foundation for the ALM's Global Advocacy Strategy. It scans the landscape of the Social movement to End FGM/C at multiple levels, analyses the advocacy environment, monitors trends and collects evidence to determine the advocacy issues that can be addressed by the ALM's Global Advocacy Strategy. By creating a solid evidence base, the situation analysis provides a starting point for setting advocacy priorities and a baseline against which to measure progress for the ALM Programme.

### 4. Objectives of assignment

The objectives of the consultancy are to:

- i. Develop an inception report detailing how the advocacy situational analysis will be conducted.
- ii. Conduct an advocacy situational analysis on ending FGM/C at global, regional, national and local levels
- iii. Facilitate a workshop with consortium members and external partners to better understand the needs, capacities and perceptions that are critical to the Global ALM Advocacy Strategy.
- iv. Develop advocacy tools – messages/social media plans/advocacy toolkit.

### 5. Scope of Work

- i. Conduct a desk review of relevant literature including: project reports, evaluation reports and other relevant resources, tools and manuals on advocacy to end FGM/C.
- ii. Conduct a mapping exercise to better understand gaps, challenges, and opportunities that the ALM Programme faces in pursuing advocacy and influencing work taking into account the findings and recommendations of recently completed Political Economic Analysis for Kenya, Somaliland, Ethiopia and Senegal.

- iii. Consult with ALM staff and external partners to better understand the needs, capacities and perceptions that are critical to the Global ALM Advocacy Strategy.
- iv. Identify the key audiences for the Global Advocacy Strategy. Who are we trying to reach and why? What approach is most likely to bring about the change we are seeking in selected countries– given the political context and the nature and behaviour of the institutions we are targeting?
- v. Provide recommendation on potential advocacy priorities and focus over the coming three years.
- vi. Conduct workshop(s) with staff and management to collect input and perspectives from across the consortium
- vii. Take lead in developing advocacy messages, tools and mechanisms for use by the consortium partners.
- viii. Draft an Advocacy Situational Analysis report, outlining clear goals and objectives, audiences to be targeted, approaches and key activities to be implemented to achieve the set goals and objectives, key milestones, and an implementation plan for 2021 to 2023.

## 6. Key deliverables

Deliverables include the following:

- i. An inception report setting out the approach and timelines for the delivery of the scope of work
- ii. An Advocacy Situational Analysis report (summary and long-version)
- iii. A suite of advocacy tools – messages/social media plans/advocacy toolkit
- iv. Workshop report(s)

## 7. Methodology

While the consultant is free to use different advocacy situational analysis frameworks, we recommend the use of '**Nine Questions Model for Strategy Planning**' tool kit. This model takes a step-by-step approach, from identifying the core advocacy issues, to drawing up specific actions plan to implement desired advocacy work. The model is useful for long-term strategic advocacy planning to build an enabling environment for evaluation. It is also a useful checklist for making a quick advocacy response towards promoting national evaluation policies and systems. It can be applied to advocacy action at all levels: local, national, regional and global.

## 8. Consultancy fee and Payment schedule

The total Consultancy is for 15 working days within a one-month period. The consultant should provide daily rate required (negotiable in line with available budget).

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

<b>Deliverable #</b>	<b>Deliverable</b>	<b>% Amount due</b>
1	<b>Inception report:</b> Outlining details of activities with proposed methodology and timeline/ delivery dates. The inception report should also include the outline for the advocacy analysis	<b>40%</b>
2	A final clean copy of the Advocacy Situational Analysis report (long-version and summary: e-copy and hard copy) in English  A suite of advocacy tools – messages/social media plans/advocacy toolkit  Workshop report(s)	<b>60%</b>

The Consultant will not claim any reimbursable/out of pocket expenses to Options.

**9. Skills and Competencies**

The successful candidate should have:

- i. Master’s degree in relevant discipline or the equivalent experience with at least 10 years
- ii. Relevant professional experience in context analysis on public policy, advocacy and communications within international development.
- iii. Strong conceptual and research/analytical skills with the ability to quickly analyze data and information from different sources and produce coherent reports
- iv. Exceptional written and oral communication skills, with strong demonstrated ability to convey complex ideas in a clear, coherent, and lively style
- v. Strong background in policy analysis and research
- vi. Ability to work independently, operate under pressure, manage multiple tasks, deliver time sensitive, high-quality work, and meet team objectives
- vii. Ability to communicate and write competently in English.

**10. Confidentiality**

The consultant is required to respect strict confidentiality vis-à-vis third parties, for any information relating to the assignment or collected on its occasion (no reproduction /dissemination of reports or documents is allowed). Failure to comply with this clause will result in immediate termination of the assignment. This strict confidentiality remains the rule, without limitation, after the end of the assignment.

## 11. Contract Management and Reporting arrangements

The Consultant will liaise with and report to the ALM Programme Deputy Team Leader and work closely with the Head of Policy & Advocacy and consortium partners.

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

## 12. Procedure for submission of expression of interest

Interested consultants should submit below mentioned documents only by email to the address: [opportunities@options.co.uk](mailto:opportunities@options.co.uk) not later than **21 February 2022**

- An updated Curriculum Vitae
- A technical and financial proposal including remuneration requirements (daily rate in KES).

***Applications not including all of the above information will not be reviewed. Only short listed candidates will be contacted.***