**Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco and Tunisia:**

**Terms of Reference/Applications**

**Knowledge Management and Business Practices Consultant**

**For**

**IMPLEMENTATION ROADMAP**

***Background***

The Forum of Federations is an international governance organization founded by Canada and funded by nine other partner governments. It develops and shares comparative expertise on the practice of federal and decentralized governance through a global network. Its mission is to strengthen inclusive and responsive governance, including pluralism and gender equality, in federal, decentralized, and transitioning countries.  In 2016 the Forum initiated a Women’s leadership program funded by Global Affairs Canada and entitled "Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco, and Tunisia” Its goal is to empower women and advance inclusive governance in Jordan, Morocco, and Tunisia. To achieve this, the project aims to increase women’s capacity to engage in leadership roles and governance processes. It also aims to enhance women, men, and gender-equality allies’ ability to influence policies around inclusiveness. (More information is available on the website: <http://www.forumfed.org>).

**OBJECTIVES OF THE ASSIGNMENT:**

The Forum of Federations (The Forum) aims to capture the successful and less successful elements of the governance and implementation model of this complex, multi-country, multi-lingual and multi-thematic Women’s Leadership Program in the MENA region. The intention is to provide an “informal blueprint” on designing and implementing a development assistance program that focuses on women’s leadership and empowerment, based on the Forum’s real-life experiences of delivering the project in the MENA region over the past 6 years.

The Forum is seeking a consultant to tell the story of how the project has been managed through writing a roadmap documentingthe Forum’s programming, planning, management, and implementation processes.  The roadmap should record both successful and less successful experiences so as to share best management and implementation practices and perhaps serve as a blueprint for the establishment of similar complex programs in the future.  Experiences will preferably be collected through a desk review and virtual interviews with select staff, beneficiaries and consultants.

As the Forum’s MENA project involves daily interactions between offices in Canada, Morocco, Jordan, and Tunisia, studying the cultural and social dynamics of the workplace is necessary. Understanding the challenges and advantages that come with the Forum’s activities in the MENA region will allow for innovative and inclusive practices.

**SCOPE OF THE ASSIGNMENT:**

The mission of this exercise is to bring together all the initiatives, methods and techniques/knowledge created by the Forum or acquired from outside in order to achieve well-defined objectives. In order to fully capture and understand the program’s implementation and governance model and processes, the consultant will need to cover the following:

1. **Administrative and Coordination Mechanisms and Processes:**

* The Forum’s capacity, competence and experience in enabling this complex project’s successful implementation.
* The project’s internal, management and administrative processes
* The coordination mechanisms adopted to direct the project for both programming and administration
* The budgeting practices in regard to the MENA project.
* The management of funder reporting requirements
* Communications and project visibility mechanisms
* Harvesting Input Data (Capitalization) and innovative approaches.

1. **Engagement between the variety of the project’s stakeholders as well as their contribution to the project delivery:**

* The interactions between different staff members and teams, both within each country and across the different countries (i.e., Jordan, Tunisia, Morocco, Canada), while also taking the cultural and social dynamics into account
* Interactions with implementing partner organisations, experts and consultants. Capturing their role in contributing to the project’s goals as well as the impact of the Forum project on CSOs and partner institutions in:
  + increasing levels of confidence in their ability to continue to produce and share knowledge.
  + increasing the skills of CSOs and project partner institutions in results-based project management and in the development and management of programs around the following themes: Inclusive governance, gender equality and leadership.
* Identifying lessons learned for the institutionalization of gender equality through successful experiences on local mechanisms in public institutions.

1. **Showcasing the MENA project’s adaptability and flexibility during/after substantial changes to the country context (e.g., COVID-19 pandemic, changing political and governance landscape) and documenting how the project pivoted processes to maintain leadership and communication between different offices/countries**.

**DELIVERABLES:**

* A work plan with main outputs and timelines
* A presentation of the methodology and key questions to be used to produce this roadmap. The MENA project staff, select experts, beneficiaries, partners. The methodology and questions are critical to producing this document.
* A draft list of chapters for the Forum’s review and approval
* A draft roadmap for review and comment by the Forum MENA team.
* The finalized roadmap document, including an executive summary and main conclusions.

 All deliverables are to be presented in English (in electronic format). The consultant will incorporate the comments received from the Forum.

**DESIRED QUALIFICATIONS:**

* Background and experience in business management, Knowledge Management, Social Sciences Research. Fieldwork experience is an asset.
* Experience and expertise of development assistance programming and management practices in implementing international development projects, specifically pertaining to governance and gender equality.
* Excellent writing and analytical skills.
* Strong fluency in oral and written English and French. The ability to communicate and comprehend Arabic is advantageous.
* Understanding of the socio-cultural context of the Middle East and North African region.

**IMPLEMENTATION AND TIMELINE:**

Each of the tasks requested will have a timeframe that will be agreed with the Forum.

The consultancy work effort is estimated at four weeks to be implemented in the period January 2022 and February 2023. The final product should be ready no later than 15th March, 2023.

Experiences will preferably be collected through a desk review and virtual interviews with select staff, beneficiaries, implementation partners and experts.

The Forum country offices will assist the consultant with the selection of individuals and groups to be interviewed and in connecting them to the consultant.

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**APPLICATION:**

Interested candidates must submit the following (in English) by 20th December to [menagender@forumfed.org](mailto:menagender@forumfed.org) :

1. A technical offer that includes:
   1. The methodology and tools deemed necessary by the consultant.
   2. A timetable outlining the steps needed to achieve each consultancy phase.
2. A financial proposal in Canadian Dollars (CAD) with breakdown of cost.
3. An updated CV with sample of previous work in this area, if available.

Applicants are invited to apply as early as possible. Only shortlisted applicants will be contacted.