



Terms of Reference
Developing an Organisational Impact and Learning Report

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1.0 Introduction

As Akina Mama wa Afrika (AMwA) concludes its 2021–2025 Strategic Plan, the organisation embraces this moment to reflect, learn, and chart our path forward. Over the past four years, we have advanced our feminist agenda through Feminist and Transformational Leadership Development, Feminist Research and Knowledge Building, Policy Influencing, and Movement Building, deepening impact, strengthening solidarities, and challenging oppressive systems across the African continent. In this spirit, we seek to develop an Impact and Learning Report that will consolidate our contribution to creating an equitable and just world for African Women and girls in their diversity, assess systemic shifts, and gather key learning that will shape the next decade of AMwA’s radical feminist and transformational work. The report will be informed by a desk review of existing documents, centring the lived experiences of those at the heart of our work.

2.0 About Akina Mama wa Afrika

AMwA is a feminist Pan-African leadership development organization founded in 1985 by a group of African women living in the diaspora who remained keenly aware of their African roots and the need to organize autonomously. AMwA later relocated her headquarters to Kampala, Uganda in 1996. AMwA’s work is rooted in feminist principles and beliefs guided by the Charter of Feminist Principles for African Feminists, which define our leadership development program and movement-building activities. We envision a dignified and equitable feminist society for African women, girls, and gender-expansive persons. Our mission is to build feminist leadership and collective power to deconstruct intersectional systems of oppression to advance gender and social justice. Our thematic focus areas include Women’s Political Leadership, Sexual and Reproductive Health and Rights, and Economic Justice and Climate Action. The organization’s work is advanced through feminist and transformational leadership development, feminist research and knowledge building, policy influencing and movement building, and arts and creatives. AMwA provides strategic direction in key Pan-African networks, including NGO CSW Africa, Solidarity for African Women’s Rights, and the Gender Is My Agenda Campaign. AMwA also has consultative status with the United Nations Economic and Social Council.

3.0 Justification

2025 is a significant year for Akina Mama wa Afrika, a moment of reflection, celebration, and forward-looking. We are marking 40 years of feminist organising and 27 years of nurturing African women and girls in their diversity who continue to dismantle the foundations of oppressive power structures across the continent. We are also transitioning from our 2021-2025 strategic plan, a journey filled with bold action.

Over the past five years, AMwA has worked with 17 funding partners and 23 feminist and women's rights organisations across nine countries: Uganda, Kenya, Zambia, Tunisia, Ethiopia, Nigeria, Ghana, Sudan, and Rwanda. Together, we have built political consciousness, strengthened feminist movements, and equipped hundreds of women with the tools to claim power and reimagine feminist futures. But this journey has not been without its struggles. The past 4 years have been marred with political instability, shrinking civic space, funding shifts, rising fundamentalisms, and a world reeling from the impacts of COVID-19 and other global crises. Through it all, we continued to organise, resist, and build solidarity across borders.

As we step into the future, we want to pause, reflect, and learn. This consultancy will help us document our impact, honour the lessons we've learned, and ensure that our next decade of work is rooted in deep feminist wisdom and practice. We are not just looking back, we are gathering the insights that will shape AMwA's work in the next decade.

4.0 Purpose and Objectives of the Consultancy

4.1 Main Objective

The main purpose of the assignment is to document AMwA's impact and key learnings gained from the 2021-2025 strategic plan implementation period.

4.2 Specific Objectives

- **Context and Trends:** Analyze the existing data and reports to identify key trends, patterns, and shifts in the context in which the strategic plan was implemented, highlighting their implications for future strategy.
- **Impact:** Synthesize evidence from existing reports and evaluations to assess the impact of the strategic plan implementation, including achievements, outcomes, and changes resulting from the implementation.
- **Lessons Learned (Learnings):** Extract key lessons learned and good practices from existing reports, data sets and evaluations, identifying areas for improvement and recommendations.

5.0 Proposed Methodology:

To undertake this assignment, the consultant will utilise desk reviews. The consultant is expected to study the following documents to pick insights, analyse and consolidate our impact during this strategic plan implementation period 2021-2025. The documents include;

- a) Organisational strategic documents (2021-2025 strategic plan, Terms of Reference, project proposals, Results framework, policies, operational strategies including comms & M&E),
- b) Programme reports (Organisation annual reports, programme Quarterly reports, Activity reports, pre and post assessment findings, Consortium reports), Project-based donor reports, Gender Audit report)
- c) Outcome Harvesting Databases
- d) Communication documents which include Newsletters, fact sheets, Content from social media channels, Programme knowledge products
- e) Programme Subgrantee partner reports
- f) Project-based evaluation study reports
- g) Databases & Directories

6.0 Guiding questions

The Impact and Learning report will be guided by the following questions:

1. What significant contextual factors have shaped the implementation of AMwA's 2021-2025 strategic plan, and how have they influenced the organization's impact? What strategic shifts are needed to navigate these dynamics in the next phase?
2. How has the implementation of AMwA's 2021-2025 strategic plan advanced its mission and objectives, and what transformative outcomes and systemic changes have emerged from Feminist and transformational Leadership development, Feminist Research and Knowledge building and Policy influencing and movement building across the thematic areas of Women's Political Leadership, Economic Justice and Climate Action and Sexual and Reproductive Health and Rights?
3. What key learnings and good practices have emerged from the implementation of AMwA's 2021-2025 strategic plan, and how can these insights shape a more impactful strategy for the next decade?

7.0 Organisational Impact and Learning Team

The consultant will lead on this assignment while working in close partnership with an internal Reference Group led by the Head of Programmes(HoP).

8.0 1. Major deliverables of the assignment

- A detailed inception report outlining the steps, methodology and data collection tools, and timelines of the assignment.
- A draft version of the impact and learning report with clearly outlined impact ie observed changes, positive and negative, intended and unintended, direct and indirect impacts, the pathways toward change, contributions towards policy influencing and very detailed learnings consolidated according to the organisational approaches
- A well-detailed impact and learning report aligned according to specific assignment objectives and well-streamlined recommendations to inform implementation of the new organisation strategy implementation.
- The consultant will present findings and recommendations to AMwA staff in the validation workshop. The validation workshop will be organised by the Reference Group

9.0 Timelines

The duration of the assignment is twenty (20) working days spread over April to June, 2025.

9.1 Ethics and risks

The consultant is expected to comply with AMwA's code of conduct and other relevant policies, including decorum, at all times during this task's execution.

10.0 Education and Relevant Experience of Consultant

- Advanced University Degree in Monitoring and Evaluation, Statistics, Social Sciences, Development studies, or a related field.
- At least ten (5) years of experience in conducting evaluations especially impact studies or related studies with a strong understanding of regional NGO operations, multi-context programming and movement building
- Proven experience working with women’s rights, human rights, and feminist organisations.
- In-depth understanding of prevailing social justice issues and the context in which feminist organisations operate across the continent.
- Demonstrated experience and knowledge in outcome harvesting and contribution analysis.
- Robust data analysis and feminist report writing skills
- Familiarity with feminist principles as articulated in the Charter of feminist principles for African feminists.

11.0 Application process

Send an application responding to the Terms of Reference that includes a CV with three references, a proposed methodology highlighting critical timelines, and a financial proposal/ budget to recruit@akinamamawaafrika.org with the subject “**Impact and Learning report**”. The application should be accompanied by at least one sample of Impact and learning reports or relatable reports that the consultant has led in recent years within a similar context. Address applications to the Executive Director.

African feminists, women in their diversity and people with disabilities are encouraged to apply. The application deadline is **Friday, 4th April, 2025 at 5:00 p.m. (EAT)**.