

## **Terms of Reference short-term consultancy: Capacity strengthening assessment and multi-year capacity strategy development**

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### **1. Background**

#### **Background of Aidsfonds**

Aidsfonds is working towards a world without AIDS. We are there to help everyone living with or affected by HIV/AIDS. The main aim of Aidsfonds is to ensure that everyone has access to prevention, treatment, care and support. At the same time, our funding for scientific research contributes to advances in the understanding of AIDS. Aidsfonds always takes the lead when there are fresh insights that could be the start of new and better options. We use scientific research and innovative methods to optimise the programmes that we implement. We also believe in empowering people so they can act in their own interests. For more information see: [www.aidsfonds.org](http://www.aidsfonds.org)

#### **Sex work programme**

The sex work programme of Aidsfonds has a long history of implementing projects, both nationally and on global level. The programme is specialised in supporting, monitoring and mentoring sex worker self-led organisations and service providers (law enforcement and health workers). As a result, Aidsfonds has a successful track record in international work with and for sex workers. Currently we have three main international global programmes; Bridging the Gaps (focussing on human rights and access to health), PITCH (focussing on lobby and advocacy for sex workers' rights) and Hands Off 2, which focuses on violence and sex work in the Southern African region.

#### **Hands Off II programme**

Violence is increasingly being recognised as an important risk factor contributing to the spread of HIV and sexually transmitted infections (STIs) worldwide. High rates of violence perpetrated against (female) sex workers have been consistently documented in developing countries. Sex workers exposed to violence were more likely to be infected with HIV and other STIs than those who did not report such experiences.

The first phase 1 of the Hands Off programme (2014 - 2019) has proven that the Hands Off model, a combination of engagement with police in the HIV response, crisis response and litigation, and movement building results in reduced violence against sex workers. The second phase (2019 – 2024) will further build on the Hands Off model and intensify interventions that are proven to lead towards a reduction of violence, as well as pilot new and innovative strategies.

The main goal of the programme is to reduce violence against sex workers at community, national and regional level. Hands Off will contribute to the reduction of violence through four long-term outcomes: 1) an empowered and resilient sex worker movement that demands its rights, 2) increased access to and use of inclusive services for sex workers, 3) a more enabling environment for sex work, and 4) sex workers protected and served by law enforcement. The programme's primary target group is female, male and transgender sex workers, meaning those who receive money or goods in exchange for sexual services, either regularly or occasionally. Hands Off is implemented in South Africa, Botswana, Mozambique, Zambia and Zimbabwe. See for more information: <https://aidsfonds.org/work/hands-off-reducing-violence-against-sex-workers>

### **Hands Off capacity strengthening**

Some of the most successful interventions reducing violence and HIV infection risks amongst sex workers, are led and run by sex worker-led organisations. Organisational capacity and leadership strengthening are important to develop organisations that have the organisational agency to implement these interventions. Under the Hands Off programme sex worker-led organisations are invited to develop a multi-year capacity strategy to be able to work towards an empowered and resilient movement in their country.

To inform the multi-year capacity strategy (April 2021-December 2024) Aidsfonds has developed a self-assessment methodology that will assist sex worker-led organisations in identifying their organisational capacity priorities. Through interactive group work and discussions, the organisation will be facilitated in identifying areas of strength and areas that need further strengthening. The second part of the methodology will focus on creating a capacity strategy, identifying the steps.

The Hands Off programme team is looking for an experienced consultant who will facilitate sex worker-led organisations to develop their multi-year organisational capacity strategy.

## **2. Key responsibilities**

Based on the existing Aidsfonds self-assessment methodology the consultant will facilitate group exercises and discussions to assess organisational capacity strengthening priorities.

The training will be held in Gaborone in September 2021. Aidsfonds and its implementing in-country partner will arrange the logistics for the training and the selection of the participants. Tasks of the facilitator include:

- Preparing the session in close collaboration with Aidsfonds and the in-country partner, based on the Aidsfonds self-assessment manual (1,5 day)
- Facilitating a 2-day session with a group of maximum 10 staff members and stakeholders of sex worker-led organizations, using the methodology (2-days).
- Summarize the findings from the group in a report highlighting their capacity strengths, gaps, opportunities and capacity strengthening priorities. (0,5 day)
- Develop a capacity building strategy and operational plan for the organization and present the outcome to stakeholders for validation (1 day)

### 3. Profile

We are looking for an enthusiastic, skilled and flexible consultant with excellent facilitation skills. The consultant should be familiar with the theme of sex work and have a neutral attitude towards female, male and transgender sex workers who receive money or goods in exchange for sexual services and towards other key populations.

#### General requirements include:

- Experience with organizational capacity strengthening of community-led organisations
- Strong facilitation and analytical skills
- Ability to create a safe environment and discuss sensitive topics
- Ability to guide the group, while ensuring their leadership in the process
- Strong communication and interpersonal skills
- Adaptability: assess, diagnose and solve on the job challenges and situations
- Preferably based in Botswana or surrounding countries

#### Desired qualifications:

- Previous relationship with sex worker-led initiatives
- Previous experience with Theory of Change processes

### 4. Application process

We are looking for someone who is available in **September 2021**. A detailed time line will be developed in close consultation with the consultant and will be part of the contract. Payment will be made in two tranches, one at the start and one at the end of the assignment, when all deliverables are handed in and approved by Aidsfonds. Our finance department will pay tax at the prevailing tax rules. The consultancy fee will be discussed during the applications round.

The selection process will take place early August and decisions will be made in close consultation with Sisonke Botswana organisation and BONELA.

#### How to apply

You can apply by sending the following information to Ingeborg van Beekum <[ivanbeekum@aidsfonds.nl](mailto:ivanbeekum@aidsfonds.nl)> **before 31 July 2021**.

- CV or resume
- Motivation letter, including consultancy fee
- Contact information for 2 references