



Call for Proposals: Terms of Reference (ToR)

Mid-Term Review of Power Up! Women Advocate for Bodies, Voices and Resources (PU!)

Deadline for proposals: 13 February 2023
Interview date for consultants: Anticipated between 16 -21 February 2023
Anticipated mid-term review period: 1 March 2023 – 1 October 2023

About Power Up!

The [Power Up!](#) (PU!) Consortium is an alliance of women's rights organisations including [JASS](#) (Just Associates), [Yayasan Pemberdayaan Perempuan Kepala Keluarga](#) (PEKKA), and [Gender at Work](#) (G@W). Power Up! works in strategic partnership with the Ministry of Foreign Affairs of the Netherlands (MFA). Collaborating in a 5-year programme (2021-2025), the Consortium engages with women human rights defenders (WHRDs) and their organisations and networks, particularly those that represent constituencies that have been marginalised in their communities and social movements (LBQ2 women, HIV+ women, sex workers, women workers and rural and indigenous women). Together, we aim to build, organise, mobilise and transform power on **three strategic agendas**, aligned with the MFA's Power of Women fund's objectives:

1. **Our Bodies:** Prevention and elimination of sexual and gender-based violence against women and girls.
2. **Our Voices:** Strengthening women's leadership and women's participation in (political) decision - making.
3. **Our Resources:** Strengthening women's economic strategies for economic resilience and stability, including access to and control of resources and land.

In response to the context factors and challenges in each country (or region?), the PU! programme works across these three strategic agendas through **three broad pathways of change**: (1) **building power**; (2) **mobilising and organising power**; and (3) **transforming power**. Each of the three pathways is supported by specific sets of strategies that contribute to PU! program level outputs and outcomes. Our theory of change can be found [here](#).

Power Up! is implemented in 17 countries across six regions. These include: East Africa (Kenya, Rwanda, Uganda); Southern Africa (Malawi, Mozambique, South Africa, Zimbabwe); West Africa (Benin); North Africa/ Middle East (Lebanon, Palestine, Tunisia); South-East and South Asia (Cambodia, India, Indonesia and Myanmar); and Mesoamerica (Guatemala, Honduras).



Overview of the consultancy

The Power Up! Consortium is seeking the support of an external consultant (or team) to undertake a mid-term review (MTR) of the program during a nine-month period, from mid February 2023 to early October 2023. The MTR will be implemented virtually. The MTR consultant is expected to design and carry out a high quality review in line with feminist principles of inclusion, participation and empowerment, that meets the minimum requirements of the Ministry of Foreign Affairs for the evaluation (the requirements will be shared with the successful consultant/team). The MTR consultant will work in collaboration with the MTR consortium lead, Gender at Work, who will accompany the consultant during all steps of the review process and facilitate relationships with the PU! MEL working group (reps from each member of the consortium) and Power Up! Coordinator.

Purpose and scope of mid-term review

Power Up! takes a feminist and participatory approach to planning, monitoring, evaluation and learning (PMEL). In our PMEL we put women's experience, leadership and solutions at the centre of enquiry. We consider power relations at each point in the PMEL system - from design to data collection and analysis? - to ensure we are asking questions that upend power dynamics, being reflective on the privilege we carry as Power Up! and ensuring informed and ongoing consent for women's stories and insights. We commit to maximising participation of the broadest range of women activists, local partners, allies, power actors and staff as a principle to ensure our programme and results are reflective of these voices without creating additional burdens.

Building on and supplementing information from our MEL system, the MTR will help us to validate our theory of change and assess our progress towards (outcome-level) results while also consolidating learning at the midpoint of program implementation. This will help us deepen our understanding of the changes we have documented to date and, where required, strengthen the program in the latter half of the five year partnership. The review will cover the thirty-month period from programme start in January 2021 through to implementation and early results achieved by the mid-point of the programme in June 2023.

The review will cover primarily two areas (as per MFA guidance), with suggested evaluation questions outlined below:

A. Programmatic results and learning:

- Is the Power Up! Theory of Change still valid? Does it remain relevant to the realities and priorities of diverse WROs and LGBTQ! groups who are part of the programme?

- What early results are we seeing towards our expected outcomes and outputs in different contexts?
- Is Power Up!'s approach of working simultaneously across three pathways of change (i.e., building Power, mobilising and organising Power, and transforming Power) validated in programme implementation? Do these pathways work in the same way or differently across the Bodies, Voice and Resources agendas to support changes (both positive and negative)? How might this affect the (re-)framing of our theory of change?
- What vision is emerging in Power Up! for re-imagining economic models (post-Covid) to offer feminist alternatives or influence and shift power in relation to resources (extractives, care economy, domestic and informal workers, sex workers, alternative livelihoods)? What is PU!'s strategic value and contribution here? What lessons and good practices can be drawn on for the second half of the program and for knowledge sharing beyond the consortium?
- What challenges have we faced so far during implementation? How have they affected our interventions? What strategies have we taken to address these challenges and what lessons can we draw from this for the future?
- What lessons are we learning that will be useful for PU! members and the MFA about context analysis, risk analysis (including SEAH (sexual exploitation, abuse and sexual harassment), fraud and corruption)?
- What results and lessons are evident in relation to the MFA's cross-cutting themes (gender, youth, climate)?
- What evidence is emerging about the sustainability of results?

B. Partnership collaboration:

- How are we working together and building collective power (resources, relationships, strategies, negotiation, compromise, political alignment) in the consortium model across the three members who work in multiple regions/countries?
- What value does working in a consortium model bring to each of the members and to the objectives of the program?
- How are we modelling feminist principles and partnerships in our relationships and ways of working with each other (3 members), our program partners and with the Power of Women sister consortia and the Count Me In programme? What lessons and good practices are emerging?
- What strategic and operational opportunities and challenges have we faced as a consortium and how can we learn from this for future directions?
- What has been the added value of the Ministry of Foreign Affairs (MFA) engagement, and separately, of its embassies, to the PU! Consortium and program implementation (beyond financial contribution)?

Coverage

The contributions of all three members of the PU! consortium (JASS, PEKKA, G@W) should be given equal coverage in the MTR. We will seek the advice of the consultant(s) on how to provide some level of coverage across all PU! regions (and possibly countries), with deeper dives into a sample of the 17 PU! countries. It may be useful to consider deeper country dives through the entry point of the Strategic Agendas (Bodies, Voices and Resources) or across our Change Pathways (building power, mobilising and organising power, and transforming power). We are not seeking to carry out full country case studies, though we are required by the MFA to indicate the number of countries on which we are providing detailed information (to be annexed to the MTR report). These considerations will be explored during the inception period.

Suggested evaluation approaches

The PU! Consortium takes a feminist approach in its MEL framework. We are interested in documenting and learning about our contributions specifically on how our approaches are challenging power dynamics, structural inequities and patriarchal systems. In addition to valuing inclusive, participatory approaches, we prioritise joint reflection and learning from the information collected and aggregated for the PU! programme from each of the consortium members' monitoring systems (using a mix of quantitative data and stories of change/outcomes harvest).

Our PU! baseline study took a theory based approach using mixed methods including an online survey (which could be repeated / adapted for the MTR), desk review, KIIs, and FGDs in the form of participatory baseline sessions, led by feminist facilitators, with PU! partners in each PU! region (virtually). The data was further analysed in sensemaking and validation workshops with program partners.

We would expect that a feminist evaluation approach would be integrated into the MTR, ensuring that the processes of data collection and sense making are participatory, PU's emphasis on putting local women's voices and perspectives central to gaining insights on progress, challenges and opportunities. We are also interested in approaches that capture unintended outcomes, both positive and negative.

Where appropriate, the MTR could serve to link local partners together, engage in joint sense making, ensure they are able to influence how the programme plays out in their context and are able to connect with other partners in other countries/regions for joint learning and solidarity. Such joint analysis and sense-making sessions would also provide the opportunity for country and regional partners to celebrate success together and input on recommendations to improve the PU! work across the different regions/countries and globally. Gender at Work (as Consortium MTR lead) will provide insights on opportunities within the MTR timeframe to the Consultant(s).



In addition, PU! is implemented within the context of a results based management paradigm defined by the MFA. This means that the MTR will need to ensure that the discussion of progress towards outcomes will need to include the actual values for the outcome indicators; qualitative and quantitative information on each of the outcome indicators and outcomes at country / regional level as well as aggregated. Gender at Work will support the MTR Consultant(s) to access performance management (monitoring) data and documented lessons learnt from PU!'s Annual Reporting process.

Beyond this, we are open to recommendations from the evaluator/team on the most appropriate approaches and methods to answer the proposed questions guiding our MTR, in line with available budget and timeframe.

We are particularly interested in experimenting with methods and approaches that will help us at midterm (and going forward) understand and capture changes associated with our movement building work (building, mobilising and transforming collective power) given the primacy of feminist movements in our theory of change (and our in expansive conceptualization of advocacy). We are open to exploring with the consultant(s) what process tracing or contributions analysis or other methods could lend to a feminist evaluation approach.

Tasks of the MTR consultant are likely to include:

- **Lead the Power Up! MTR** including conceptualising the MTR with the Consortium MTR lead organisation (Gender at Work), designing the data collection tools, and ensuring the MTR meets the requirements of the [IOB evaluation quality criteria](#) and MFA guidance on the MTR and aligns with feminist principles and practice.
- Conduct research, including **qualitative and quantitative data collection**, using methods to be determined as part of the inception phase (could include peer learning review workshops, survey, KIIs, case studies, outcome harvesting, process tracing, etc.)
- Co-design (with Gender at Work) a process for Power Up! Consortium partners for **participatory analysis and sensemaking of data**.
- **Undertake analysis and write the (draft) MTR report**. The format of the report will be agreed in the inception phase, but will need to include a methodology section that addresses issues of bias, the limitations of the evaluation and the alignment of the MTR with IOB criteria.
- Co-design (with Gender at Work) a **validation workshop** to share the findings and conclusions and to workshop recommendations.
- Produce a **high-quality final report**.

Gender at Work (as Consortium MTR lead) brings a commitment to and experience doing Feminist Evaluation and MEL which is grounded in an awareness of just how hard it is to hold on to our principles in practice and to find the best methods and approaches to manage the inherent tensions between accountability (to results) and learning. As Consortium MTR lead, Gender at Work will provide the following support and inputs:



- Coordinate and accompany the work of the MTR Consultant(s) on behalf of the Consortium.
- Support the conceptualisation of the MTR approach and methodological framework with the MTR Consultant(s), and review data collection tools and analysis, draft report.
- Ensure inputs and opportunities for participation of the MEL working group and the Power Up! Coordinator in the design and implementation of the MTR including generation and consolidation of comments/feedback on draft MTR report.
- Facilitate logistics among consortium partners, with the support of the Power Up! Coordinator, to ensure that MTR processes harness the unique and complementary strengths that each partner brings to the collaboration, while ensuring that these processes are as simple, light and user-oriented as possible.
- Pay attention to relationships between the MTR data collection methods/MTR report and other parts of the Power Up! MEL system, including the 2022 annual reporting process.
- Keep an eye on PU!'s commitment to model feminist principles throughout the MTR process, while meeting the MFA's minimum requirements for the MTR.
- Manage the production process of the Final MTR Report once submitted by the Consultant(s) (editing, graphic design, Management Response)

Principles and expectations guiding the process:

Principles

- In our PMEL **we put women's experience, leadership and solutions at the centre** of enquiry.
- We **consider power relations at each point in the PMEL system** - from design to data collection - to ensure we are asking questions that upend power dynamics, being reflective on the privilege we carry as Power Up! and ensuring informed and ongoing consent for women's stories and insights.
- We **commit to maximising 'participation'** of the broadest range of women activists, local partners, allies, power actors and staff as a principle to ensure our programme and results are reflective of these voices and build on existing capacities **without creating additional burdens**.

Expectations

- **Work closely with the consortium MTR lead (G@W)** and the MEL working group, which consists of consortium members to discuss the process and progress of the MTR.
- MTR methodology and processes should be informed by **feminist principles**.
- **Safety, privacy and ethical considerations** should be central to the proposed methodology, especially given some of the sensitive issues being tackled by the consortium, potentially opening up activists to censure in specific country contexts.
- Ensure the research process is **accessible** to the wide range of partners in the consortium, and remains jargon free and very relatable.
- Use to the extent possible **non-extractive methods and ensure meaningful participation** from and across all consortium partners, while remaining **respectful of demands on their time**.



- Recommendations should be **useful and actionable**.
- Maximise the potential of the MTR to advance the **PU! learning agenda** (select questions have been integrated as evaluation questions above).

Deliverables (with indicative dates):

- **An inception report** laying out the final methodology for the MTR and detailed timeline (including how budget will be allocated to deliverables): 15 March 2023
- **Data collection instruments and guidelines** (including process for gathering and recording participants' informed consent, and safeguarding procedures) : 15 April 2023
- **Preliminary data analysis/sensemaking exercise**: September 2023
- **Draft 1 report** of the MTR Report: 15 September 2023
- **Presentation for validation workshop(s)** with Power Up! Consortium members (in-person gathering - location TBA): 20 September 2023
- **Final MTR report**: 1 October 2023

We envisage a full final report of up to 40 pages (not including Annexes), and an executive summary version of up to 5 pages. The final report should be shared in word format and include an annex of quantitative and qualitative results against the Results Framework outcomes, along with a table describing how the MTR aligns with relevant IOB standards.

Profile and selection criteria:

The PU! consortium, through its Consortium MTR lead (Gender at Work) and MEL working group, wants to contract an evaluator (or team) to conduct the evaluation process. The MTR consultant (team) will work in close collaboration with Consortium MTR lead, the roles and responsibilities of which are outlined above.

The consultant is expected to meet the following requirements:

- Experience conducting multi-country program or project evaluations (or community/action research) using feminist approaches.
- Experience working with WROs/LBTQI groups/local CSOs and/or movements to support MEL initiatives.
- Experience conducting evaluation of advocacy programmes
- Experience working with hard-to-reach and structurally oppressed populations.
- Demonstrated track record of using quantitative and qualitative data collection and analysis techniques.

- Proven experience using participatory and informal adult-education methodologies to facilitate data collection/sense-making sessions, virtual workshops, creating safe spaces and navigating different power dynamics.
- Curiosity and openness to exploring with Gender at Work and the MEL Working Group evaluation approaches and processes that embody our feminist principles and meet the minimum requirements of the MFA.
- Experience in at least one of the PU! countries or regions and ability to speak the local language (desirable).
- Specific thematic/sectoral experience on feminist movement building, women's collective action, gender-based violence, women's leadership and political participation, women's economic alternatives and feminist economics.
- Proven experience in producing high quality and jargon free evaluation reports in English.

Preference will be given to consultants from the global South.

Schedule and budget

Full technical and financial proposals are due 16:00 CET 13 February 2023 and need to include the items described under "How to Apply".

We hope to interview shortlisted consultants between 16 – 21 February 2023, and to notify the selected consultants by 22 February 2023. We expect the MTR to begin 1 March 2023 and to be completed by 1 October 2023 (a detailed timeline will be agreed with the chosen consultants).

The maximum budget is **Euro 55,000** inclusive of all taxes. The PU! Consortium will cover costs related to translation/interpretation of research instruments and meetings as well as the costs associated with copy editing and graphic design of the final report.

How to apply

Interested consultants must include in their application a technical and financial proposal with the following components:

- A short cover letter highlighting the consultant's relevant experience for this assignment and indicating how the candidate (or team) meets the requirements per the selection criteria.
- A proposal outlining an indicative methodology, allocation of available budget and a timeline against the key deliverables (max 5 pages).
- Brief CV (max 3 pages) of consultant /each team member. An example of previous review/evaluation work (this will be treated in confidence).



- Two references (will only be taken up if shortlisted).

Interested applicants should submit the full proposals to Carol Miller carol@genderatwork.org and Lori Cajegas lori@justassociates.org by no later than **16:00 CET, 13 February 2023.**