



POWER OF VOICES

COUNT ME IN! CONSORTIUM

**End Term Evaluation
Terms of Reference
Request for Proposal**

Published:

16 April 2025

Submission Deadline:

14 May 2025 at 7
pm CET

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1 Overview

This is a call for proposals for a consultancy firm/team of consultants based in the Global South to lead an End Term Evaluation (ETE) of the Count Me In! (CMI!) programme under the Power of Voices framework.¹ The CMI! Consortium, comprising six members² and two strategic allies³ that include funder organisations ([Mama Cash](#), [the Red Umbrella Fund](#), [Urgent Action Fund](#) and [Urgent Action Fund- Africa](#)) and international women's rights organisations ([AWID](#), [CREA](#), [JASS](#), and [WO=MEN](#)) seek the services of Global South evaluator(s) for purposes of conducting an ETE according to the Terms of Reference (TORs) below:

Application Deadline: 14 May 2025 at 7 pm CET

Timeline: 30 May 2025 – 17 April 2026

Budget: 140,000 EUR

Published: 17 April 2025

2 Introduction

Gender inequality remains a pervasive issue worldwide. The rise of populist and authoritarian regimes has fuelled the opposition to the rights of women and girls, as well as trans, intersex, non-binary and gender-nonconforming individuals. Increased state control over civil society and rampant corporate impunity disproportionately impact **structurally excluded** women and girls. Women living with disabilities experience heightened exclusion, while sex workers continue to face and deal with the impacts of criminalisation. LBQ women are often subjected to harassment and arrest. Alarming, these groups are frequently overlooked by governments, development agencies and even some women's rights movements. Despite the commitment made by states to **"leave no one behind"** when the Sustainable Development Goals (SDGs) were adopted, many continue to be marginalised and excluded from vital support and recognition.

To this end, with financial support from the Dutch Ministry of Foreign Affairs (MFA) under the Power of Voices framework.⁴, organisations in the Global South and North, namely [Mama Cash](#), [the Red Umbrella Fund](#), [Urgent Action Fund](#), [Urgent Action Fund- Africa](#)) [AWID](#), [CREA](#), [JASS](#), and [WO=MEN](#) established an alliance under the umbrella, the Count Me In! consortium (CMI!). CMI! aims to contribute to a gender-equal and just world where all women, girls, and non-binary, gender non-conforming, trans and intersex people enjoy their rights fully and live to their full potential.

Established in 2016, CMI!, was first supported through the Dialogue and Dissent framework (2016-2020), which facilitated lobbying and advocacy among civil society. CMI! 2.0, which is to be evaluated, is now supported by the Power of Voices grant instrument, the successor of

¹ [Policy Framework Strengthening Civil Society | Policy note | Government.nl](#)

² CMI! members are individual organisations they play a vital role in shaping the direction of CMI! (in this case Mama Cash – lead, CREA, JASS, UAF-FA, UAF-Africa, AWID)

³ CMI! strategic partners Red Umbrella Fund and Wo=Men bring specific expertise, resources and networks that complement the role of CMI! members.

⁴ [Policy Framework Strengthening Civil Society | Policy note | Government.nl](#)

Dialogue and Dissent. The Power of Voices focuses on strengthening civil society organisations and their contribution to an inclusive and sustainable society. The protection and promotion of civic space is an even greater focus point than previous Dutch MFA policy frameworks, including Dialogue and Dissent. CMI! works in partnership with the Dutch MFA by supporting Women's Rights Organisations (WROs) and Women Human Rights Defenders (WHRDs) and their movements to lobby and advocate for their rights.

Since the 1st of January 2021, CMI! members and strategic partners have been working together to support locally led movements to be resilient, enabling them to leverage their collective power and foster sustainable and systematic change at all levels—from the local to global, and from global to local. CMI!'s complementary strategies are implemented across 26⁵ countries in the Global South, as well as the Dutch and global components.

The CMI! consortium is seeking the services of a consultancy firm/team of consultants, to carry out an independent ETE of its five-year programme that commenced on the **1st of January 2021 and will end on 31 December 2025**. We are looking for a consultancy firm/team of consultant(s) with expertise in Monitoring, Evaluation and Learning (MEL), feminist MEL specifically, and research and facilitation skills to lead this work; ensuring that we are gathering valid evidence on our programme and building an understanding of what has worked (or not), including the lessons learned from implementing the programme. The evidence gathered will be vital for programme partners to demonstrate the changes that feminist movements have led and contributed towards with the support of CMI! members and strategic partners. CMI! would also like to use the ETE as evidence to understand the power of feminist consortiums and partnerships in leading and supporting change.

The consultancy firm/team of consultants selected (hereinafter, “the Consultants”) will be expected to complete the evaluation according to the defined objectives of the evaluation listed in section 3 of the TORs and according to the Dutch MFA requirements and criteria set by the Policy and Operations Evaluation Department ([IOB](#)).

The ETE will start in June 2025, with the data collection process to take place between **July 2025 and 31 December 2025**. The final evaluation report must be submitted by **17 April 2026**.

3 Programme Context and Theory of Change

CMI! 2.0 programme was envisioned at a critical time at the tail end of CMI! 1.0, designed to continue responding to the rise of populist and authoritarian regimes that are persistent in fuelling the opposition to the rights of women and girls, as well as trans, intersex, non-binary and gender-nonconforming individuals. At the programme's inception, the COVID-19 pandemic exposed the inequalities between the global North and the global South. Further to this government responses were felt by CMI! constituencies, and included more in economic insecurity, poverty, injustice and increased violence with heightened care burdens and exclusion from national emergency, relief and recovery plans.

⁵ The 26 countries include: Afghanistan, Bangladesh, Burkina Faso, Egypt, Ethiopia, Guatemala, Honduras, India, Indonesia, Iraq, Jordan, Kenya, Lebanon, Malawi, Mali, Mozambique, Nepal, Nigeria, Palestine, Rwanda, Senegal, South Sudan, Tunisia, Uganda, Yemen and Zimbabwe.

The baseline findings revealed that these challenges and threats profoundly affect the work of WROs and WHRDs, who continue to be under-resourced globally. The unjust distribution of resources, and lack of support to structurally excluded groups, yet they continued to boldly confront exclusion, discrimination, and violence. Gender-based violence remains widespread across CMI! countries, in some contexts, leading to the (further) criminalisation of women who denounce violence. In CMI! countries, our work shows that the conditions for WHRDs have worsened over the past few years with states imposing further legal and policy restrictions, sometimes as COVID-19 regulations, that shrink civic and democratic space for organisations to operate or receive funding. This context shaped CMI!'s strategic approach.

CMI!'s five-year strategic objective is to ensure that political actors, societal actors, and donors at the local, national, regional, and global levels take action to recognise, protect, and fulfil the human rights of all women, girls, non-binary, and gender non-conforming, trans and intersex people, as a result of strong and autonomous feminist movements holding them to account.

CMI! uses three strategies: money, movements and making change to advance the envisioned outcomes. Through the **Money strategy**, CMI! provides strategic investment to ensure that its partners are resourced across the funding continuum to maximise their autonomy through three interventions: core funding, rapid response funding and participatory grant-making. In the **Movements strategy**, the CMI! programme focuses on capacity strengthening which includes institutional capacity, capacity for safety, well-being and resilience, capacity for L&A, and cross-movement alliance-building. Finally, with the **Making Change strategy**, CMI! programming focuses on lobby and advocacy strategies, each targeting different actors, L&A for sustainable investment, L&A for law and policy reform (political leaders), and L&A for social norms change (societal actors).

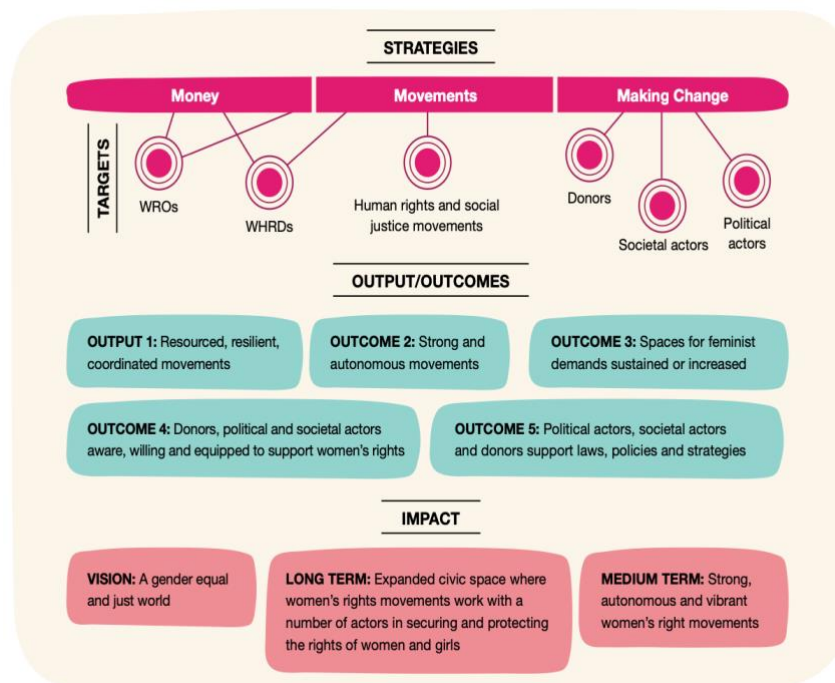
CMI!'s Theory of Change (ToC) communicates the **expected outcomes** of CMI!'s work (please see the Annex for the ToC overview.). CMI! aims to tackle deep-rooted gender inequalities and unjust power structures that persist globally. We recognise that these issues are compounded by cross-cutting themes of GBV and Economic Justice. Our theory of change affirms that strong and autonomous feminist movements engender lasting change and effectively challenge inequalities and unjust power structures. CMI! supports context-specific, locally led movements to be resilient so that they can leverage their collective power and engender systemic change from the local to the global levels and from global to local contexts. CMI! supports structurally excluded groups through the three above-mentioned strategies: **Money, Movement and Making Change.**

The expected strategies will lead to five outcomes:

- (1) WHRDs and WROs are resourced, coordinated and resilient.
- (2) Strong and autonomous movements.
- (3) Space for feminist demands and influence is sustained and increased.
- (4) Political actors, societal actors and donors are aware, willing, and equipped to support women's and girls' rights.

(5) Political actors, societal actors and donors support laws, policies and strategies promoting women's and girls⁶ rights.

Diagram: Breakdown of CMI! Strategies, Targets, Output/Outcomes and Impact



CMI! works at the global, regional and national level, with work specifically spread across **26 countries, mainly in the Global South**,⁷ with a total budget of **Euros 34,375,966** implemented from 2021-2025, totalling five years. Between 2021 and 2023 CMI! members and strategic partners supported an estimated figure of **6673 WHRDs**⁸ and **6484 Women Rights Organisations (WROs)** across 26 countries.⁹ In addition to drawing on geographic and contextual analyses, CMI! prioritises the cross-cutting themes of Gender Based Violence (GBV) and economic inequality as root causes underlying gender inequality.

CMI! grantmakers provide:

- Long-term core grants (\$30,000 - \$50,000) to support movements to strengthen and consolidate their infrastructure and their gains over time

⁶ * **For CMI! "Women and girls" refer to women and girls as well as non-binary, gender non-conforming, trans and that are women, girls, and non-binary, gender non-conforming, trans and intersex people. ***WHRDs for CMI! refers to Human Rights Defenders that are women, girls and non-binary, gender non-conforming, trans and intersex people. *** WROs for CMI! refers to Rights Groups and Organisations led by and for women, girls, and non-binary, gender non-conforming, trans and intersex people.

⁷ The 26 countries include: Afghanistan, Bangladesh, Burkina Faso, Egypt, Ethiopia, Guatemala, Honduras, India, Indonesia, Iraq, Jordan, Kenya, Lebanon, Malawi, Mali, Mozambique, Nepal, Nigeria, Palestine, Rwanda, Senegal, South Sudan, Tunisia, Uganda, Yemen and Zimbabwe.

⁸ CMI! 2023 Annual Report submitted to the Dutch MFA <https://aidstream.s3.us-west-2.amazonaws.com/documents/Annual-Report-2023-v2-with-four-annex-20240606030607.pdf>; you can also access the Mid Term Report here to get more information on the movement partners, sense of the size and scope of the CMI! programme. <https://cmiconsortium.org/wp-content/uploads/FINAL-CMI-MTR-Summary.docx-2.pdf>

⁹ For more information, see footnote 5.

- Rapid response grants (\$1000 – \$6000) to respond to crises, security, and emerging opportunities
- Advocacy grants (\$10,000 - \$20,000) to respond to emerging advocacy opportunities or threats.

3.1 CMI! Structure

The CMI! Secretariat consists of an overall manager of the Secretariat, the MEL Coordinator, and the Communication Coordinator. These roles are complemented and governed by multiple working groups, including but not limited to:

- ★ The Lead Group (LG) governs the consortium and comprises Programme Directors from the six CMI! member organisations.
- ★ The PMEL WG is responsible for the Monitoring, Evaluation, and Learning of the consortium.
- ★ The Donor Influencing Group is a programmatic working group that engages in advocacy and dialogue to advance the agenda for more sustainable resourcing of self-led women’s rights organisations.
- ★ The Feminist Economic Realities WG is a programmatic working group that works to realise Feminist Economic Realities by leveraging the collective power of CMI! And partners to do lobbying and advocacy across national, regional and global spaces.
- ★ Opposition Working Group is a programmatic working group that engages in advocacy to contribute to the strengthening and advancing of trans and gender diverse movements within women’s rights and feminist movements agendas by pushing back against narratives and actions that invisibilise, question, attack, and threaten the rights of trans and gender diverse people within human rights and feminist spaces and movements.
- ★ Communications Mailing Group is a platform set up to share updates and sometimes collaborate on communications projects that stem from the working groups.

4 Objectives of the Evaluation

4.1 The specific ETE objectives are to:

- ★ Assess the validity and effectiveness of the theory of change in achieving the expected outcomes.
- ★ Gain an understanding of the unexpected/unintended impacts of the CMI! Programme at the global, regional and country level (in the sampled countries), their sustainability¹⁰, and the factors that contributed to or hindered their impact.

¹⁰ For CMI!, sustainability includes defending existing gains and the ability to continue advancing change agendas and adapting and organising effectively in different contextual realities. It also means ensuring that activists are safe and have the resources needed to engage in holistic security, including collective care. CMI! sees sustainability as the ability of movements to remain resilient in the face of challenges. CMI! pushes the definition to include the ability to pay attention to a combination of the elements that support regeneration and collective well-being. While OECD defines sustainability as “The extent to which the net benefits of the intervention continue to are likely to continue. **Note:** this includes an examination of the financial, economic, social, environmental and institutional capacities of the systems needed to sustain net benefits over time. Involves the analyses of resilience, risks and potential trade offs . Depending on the timing of the evaluation, this may involve analysing the actual flow of benefits or estimating the likelihood of net benefits continuing over the medium and long term. ([Applying Evaluation Criteria Thoughtfully](#))

- ★ Assess the coherence of CMI!'s partnerships and ways of working. This includes partnerships within CMI! and between CMI! and the MFA and the Dutch Embassies in the sampled countries.
- ★ Assess the effectiveness of the CMI! consortium in supporting and leading the sustainability of social change.
- ★ Gather lessons learned from implementing CMI! programme. This includes reviewing and evaluating CMI!'s learning trajectory and the questions around responding to crises by feminist movements.

The evaluation will provide strong evidence of how CMI!'s strategic pathways- i.e., resourcing feminist movements, building movement alliances, and advocating for policy change – have contributed to achieving the programme objectives. It will also provide critical lessons on effective practices, challenges faced and factors influencing the success of the programme.

The evaluation will involve an in-depth analysis of the underlying assumptions, pathways, contextual factors and mechanisms that influenced the outcomes of the programme, allowing for comprehensive insights into the programme's effectiveness in various contexts in which the programme was implemented. The evaluation will identify the expected and unexpected outcomes of the programme and provide insights into the validity, coherence, and effectiveness of the ToC, offering recommendations for strengthening similar programmes advancing the rights of structurally excluded women and girls (*impact and sustainability of the programme*) and identifying lessons learned to strengthen CMI!'s case building for lobby and advocacy work and movement building.

4.2 Intended Users

Intended users of the ETE are as follows:

- ★ The CMI! Consortium members, who will use the evaluation results to inform their movement-building work to strengthen and adapt it, as required, to changing contexts and crises.
- ★ The CMI! Partners, to strengthen their case building for Lobbying & Advocacy (L&A) work and movement building.
- ★ Key stakeholders will use the evaluation results to demonstrate accountability, and evaluate the effectiveness of the CMI! programme, and also help CMI! partners understand the impact of CMI! on the lives of our partners.
- ★ Dutch MFA will use the evaluation results to inform its future strategies and decisions. The evaluation is essential for internal learning and accountability, enabling the MFA to effectively assess the impact of its investments.

5 Scope of the evaluation

The evaluation will cover the programme implementation period from 1 January 2021 to 31 December 2025. As per MFA's requirements, the evaluation scope will have a twofold focus on both programmatic and partnership collaboration within CMI!, the MFA and embassies. It

will also focus on whether CMI! has promoted Southern-based leadership, the cross-cutting themes of gender and youth, and if CMI!'s outcomes align with the MFA's performance indicators. For further information on MFA's requirements, please refer to the link provided above on the IOB standards. In addition, the ETE will take into consideration the lessons learned and recommendations in the Mid Term evaluation (MTR) and how they have been implemented in the second half of the programme.

The OECD – DAC Criteria of effectiveness, sustainability, coherence and impact will guide the evaluation, which will encompass the three strategies – Money, Movements and Making Change-, the two thematic areas - GBV and EJ- and the three geographic levels at which CMI! has operated -global, regional and national.

Given the geographic breadth of CMI! activities and the high number of partners, the evaluation will cover a sample of countries in which CMI! members have been working. Consultants will have to propose a sampling strategy to define a realistic and relevant scope for the evaluation that allows for meeting the evaluation objectives and providing robust evidence-based answers to the key evaluation questions. The evaluation team will present a sampling strategy during the Inception Phase for validation by the CMI! Taskforce and ERG.

We require that proposals already reflect on and suggest potential sampling strategies. For this reason, consultants shall note that since 2021, the programme has been implemented at the global level and in **26 countries with a total of between 180-200 partners.**

The table below lists the geographic areas where CMI! is being implemented.

Global	Asia	Africa	Latin America
UN – all members and strategic partners	Afghanistan, Bangladesh, India, Indonesia, Nepal CREA, JASS, Mama Cash, RUF and UAF-FA	Burkina Faso, Egypt, Ethiopia, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, South Sudan, Tunisia, Uganda and Zimbabwe Mama Cash, JASS, UAF-Africa and CREA	Guatemala, Honduras Mama Cash, JASS and RUF.
West Asia			
Iraq, Jordan Lebanon Palestine, Yemen CREA, Mama Cash, RUF and UAF-FA			

6 Main Evaluation questions:

We provide below a preliminary set of key questions that we aim to see answered through the evaluation. We expect that these questions will be refined by the consultants in coordination with the following stakeholders LG, PMEL WG, PMEL Officer, CMI Coordinator, and Taskforce during the inception phase of the evaluation. The consultants will be expected to identify specific outcomes of and evaluate the programmes contributions.

1. **Effectiveness:** How effective have been CMI! strategies and interventions in supporting feminist movements in achieving meaningful change at the country, regional, and global levels?
 - a. Which specific strategies money, movement and change have made the most significant contribution to the changes observed?
 - b. What factors have enabled or hindered the success of the CMI! strategies?
 - c. How effective, sustainable, and coherent has the partnership between CMI! Members and strategic partners have been, and between CMI! with the MFA including its embassies, in promoting Southern feminist leadership and localisation in selected countries?
 - d. How effective has CMI! been in achieving indicators that are linked to strengthening civil society and the thematic result framework basket indicators?
 - e. What are the unintended/ unexpected effects of reaching structurally excluded rights holders in society, particularly in addressing cross-cutting themes such as gender, youth and climate change?
2. **Impact:** What unintended/ unexpected impacts have arisen from the strategies of CMI! and how can these insights inform future programmes?
 - a. How have these impacts affected structurally excluded women and girls, particularly in relation to GBV and Economic Justice?
 - b. How can these existing strategies be adapted, strengthened and improved to enhance their impact and sustainability?
3. **Coherence:** To what extent have the CMI! interventions and strategies demonstrated coherence with its partners and stakeholders?
 - a. In what ways have the goals and actions of CMI! aligned with partners, including the Dutch MFA, embassies and strategic partners?
 - b. In what ways has this coherence contributed to the overall effectiveness of the CMI! consortium in promoting gender equality?
 - c. How does the coherence of CMI!'s partnerships contribute to the overall effectiveness of the consortium in supporting and leading social change?
4. **Sustainability:** What outcomes of CMI!'s interventions have shown sustainability and what lessons can be derived for future programme design?
 - a. How are CMI! partners going to maintain the outcomes in changing contexts?
 - b. How have the strategies used by CMI! been effective in ensuring the continuity of the outcomes from the programme?

5. **Lessons in supporting feminist movements:** What are the major lessons that have been learned from CMI!'s partnership with feminist movements, particularly regarding their role in lobby, advocacy and movement building?
- a. How has CMI!'s support to WHRDs and WROs enabled social change to happen in changing contexts and crises?
 - b. What best practices can be drawn from the programme that can enhance collaboration and effectiveness in future partnerships?
 - c. ToC validity: To what extent has the ToC of CMI! remained relevant in achieving the objectives of the programme?
 - d. What evidence supports the validity of the assumptions underlying the ToC in the selected countries?
 - e. How have the assumptions in the ToC guided the effectiveness of the programme in achieving expected outcomes?

7 Methodology and Design

As a feminist programme, the consultants are expected to approach the methodology through a feminist lens, considering the power dynamics and structures that are embedded in evaluative work. The evaluation must centre the voices of the women, girls and LGBTQI+ people that the programme has aimed to reach. CMI! proposes a theory-based approach to assess the extent to which the CMI! programme activities have contributed to achieving its intended outcomes and impact. This approach to the evaluation will rely on the CMI! programme ToC to guide the evaluation process, where the focus of the evaluation is on the pathways through which the programme was designed to bring about gender equality, by focusing on gender-based violence and economic justice as entry points to strengthen feminist movements.

Proposed approaches and methodologies to the evaluation must align with the approved IOB criteria. CMI! acknowledges that the balance of feminist and participatory approaches and meeting the IOB evaluation quality criteria may require some trade-offs. A feminist approach emphasises the importance of women's voices, experiences, and leadership and centres participatory methods while the IOB requires that rigour is prioritised, and biases are minimised when choosing the most appropriate approach and methodology.

The evaluation team should keep in mind that the MFA identifies realistic evaluation, contribution analysis, process tracing, or general elimination theory as robust approaches and methodologies in assessing effectiveness and validating causal chains/relations between activities and outcomes. The evaluation team is also required to identify the methodology that will be applied to assess the evaluation criteria and areas of sustainability and partnership. Methods such as outcome harvesting, outcome mapping and most significant change can be used in combination with other methods as mentioned above, but they cannot be used as a sole method.

For data collection, the ETE can include but not necessarily be limited to the following methods:

- I. **Desk review of relevant documents:** It is expected that consultants should review critical documents of the CMI! programme, the baseline report, the MTR report, annual reports and data collected to support the outcomes.

- II. **Literature review:** The consultants are expected to incorporate additional studies that shed light on critical aspects of the CMI! programme.
- III. Individual and/or group online/in-person interviews and focus group discussions with stakeholders
- IV. Survey/questionnaires
- V. **Data analysis:** the analysis should combine quantitative and qualitative approaches to ensure a comprehensive understanding of the CMI! programme impact.

The consultant team is expected to triangulate and avoid selection bias. The team will be expected to take into consideration informed consent for all participants, confidentiality, anonymity of data sources, data protection and security of all information collected. o

The sampling methodology should consider the geographic areas of the programme, including countries where there are multiple interventions by different members and strategic partners, and programming according to thematic areas (economic justice and ending gender-based violence). It is expected that the evaluation team will provide a sampling strategy that can evaluate the programme in specific countries with enough depth to evidence and substantiate the findings in the report.

Consultants will be expected to offer preliminary recommendations of the sample size and determine the number of countries and partners that will be selected for in-depth country evaluation since CMI! works in more than 26 countries. The sample size should also include the global, regional and country scope of the programme implemented by CMI! The preliminary recommendations should be included as part of the proposal and evaluation design for the ETE.

Risk and security are also top considerations when sampling, as explained further in the research ethics written below.

7.1 Research Ethics:

Given the type of work that CMI! conducts, it is of utmost importance that the approach towards this evaluation considers activists, WHRDs and staff at WROs who face increasing violence and backlash in response to their work. Therefore, the consultants must consider how to centre these voices while also considering confidentiality, informed consent, risks, and security and use the principles of do no harm and feminist research ethics when considering their approach and ways of working.

8 Governance

8.1 Roles and Responsibilities

A task force that is composed of a selection of staff from the Lead Group and PMEL working group will guide and manage the evaluation. In addition to this task force, an External Reference Group has been created that includes 3-5 PMEL experts from around the world who will also provide leadership support at key moments- at the inception phase to review the methodology, at the midpoint to ensure the thorough completion of data collection, and at the endpoint to validate the final deliverables and results. Combined, these two groups will provide

the overall governance structure of this evaluation. The representatives of the PMEL WG in the end-term evaluation task force (a team from the Lead group and PMEL WG) will guide the overall management of the evaluation process. The External Reference Group will guide the methodology as laid out in the IOB evaluation quality criteria.

8.1.1 The Roles and Responsibilities of each group are below:

Consultants & CMI!	The CMI! 2.0 team will provide logistical support, including contact details for partners and introductory emails to facilitate connections. The specifics of this support will be agreed upon during the inception stage, allowing both parties to discuss and align on the nature of the assistance expected from each team.
The Lead Group	The Lead Group will read the 2 nd draft (if appropriate and ready) of the evaluation and final draft report and start preparing a management response to the Evaluation.
The PMEL WG	The PMEL Working Group will work alongside the Consultants to support them with timely decisions, managing deadlines and coordinating the evaluation with CMI! partners, stakeholders and members. This team will also answer any clarifying questions.
The Consultants	The team of independent Consultants will deliver the Evaluation with support from the PMEL WG, and External Reference Group.
The Taskforce	A task force that is composed of a selection of staff from the Lead Group and PMEL working group will guide and manage the evaluation.
The External Reference Group	The External Reference group that includes 3-4 external PMEL experts from around the world and a representative from the MFA will also provide leadership support at key moments- at the inception phase to review the methodology, at the midpoint to ensure the thorough completion of data collection, and at the endpoint to validate the final deliverables and results.

As for the consultants, it is expected that the team will:

- ★ Lead the CMI! ETE process in consultation with the CMI! Task Force and the ERG.
- ★ Develop and implement the evaluation methodology according to the parameters included in the agreed-upon Inception Report and adherence to IOB evaluation quality criteria.
- ★ Design, with input from CMI! Task Force and ERG, a process for **effective and meaningful** participatory data analysis and sensemaking.
- ★ Develop the evaluation deliverables in adherence to IOB evaluation quality criteria, the format, content, and timeline as agreed upon in the Inception Report.

- ★ Maintain regular communication with the CMI! Task Force on the progress made in the conduct of the evaluation, discuss potential risks and challenges and identify together potential solutions or limitations to the evaluation.
- ★ Facilitate feedback processes on the evaluation deliverables by providing good quality and accessible documents, making clear requests on the areas for feedback, and building in sufficient time in the overall evaluation timeline.
- ★ Assess and integrate the feedback received and ensure transparency on how the feedback has been integrated or not in the evaluation deliverables.
- ★ Adhere to the ethical standards¹¹ for evaluation and ensure the independence of the evaluation.

8.2 Timeframe And Deliverables

The consultant/consultancy team will be required to deliver the following products:

Deliverable	Deadline (tentative)	Additional information
Interviews of the shortlisted team.	19- 30 May 2025	
Contracting process	2- 13 June 2025	
First Draft Inception Report	16- June -11 July 2025	<p>The Inception Report elaborates on the methodology proposed to conduct the evaluation in alignment with IOB evaluation criteria and in adherence to MFA’s requirements as identified in the document <i>Extra information on the SCS ETEs</i>. An evaluation matrix, data collection tools and required ethical protocols are included.</p> <ul style="list-style-type: none"> ★ An inception report (max 20 pages) including in addition to already mentioned deliverables: ★ detailed methodology including data sources and data analysis. ★ discussion of limitations of the methodologies chosen & avoidance of bias.

¹¹ Reference should be made to the IOB evaluation criteria, and OECD Quality Standards for Development Evaluation(https://www.oecd.org/en/publications/dac-quality-standards-for-development-evaluation_9789264083905-en.html)

		<ul style="list-style-type: none"> ★ detailed work plan including timeline and number of working days. ★ detailed risk management section. ★ draft outline for the final report.
Second Draft Inception Report	25 July- 8 August 2025	Period to incorporate feedback from the CMI! members and strategic partners.
Final Inception Report	15 August 2025	The period includes time to sign off the inception report.
Data collection	18 August – 10 November 2025	
Data sense-making workshop (location to be agreed upon)	8 12 December 2025 (flexible to be agreed upon), but this activity has to happen before 31 December 2025 as per end of programme contractual obligations with the MFA.	<p>In-person gathering – location to be agreed upon.</p> <p>The data sense-making workshop will be conducted with the participation of the PMEL WG members, CMI! Taskforce and the ERG.</p>
Zero draft report	12 January 2026	
Presentation of preliminary findings and areas for recommendation- this activity will happen online via zoom.	26 January 2026	The presentation will be conducted with the participation of the CMI! Taskforce, the ERG, and the Lead Group.
First Draft Report	10 February 2026	The evaluation report must comply with IOB evaluation criteria and MFA's requirements as identified in the document <i>Extra information on the SCS ETEs</i> .
Second Draft Report	5 March 2026	
Online Validation workshop	25 March 2026	Validation workshop with CMI! members and strategic partners.
Final Report (Consultants submit final report to CMI!	17 April 2026	A well-designed report with a Max 40-50 pages including annexes. It must adhere to the IOB evaluation

		quality criteria and comply with the CMI! style guide. Submitted by the consultants to the CMI!
CMI! Team submits final report to the MFA	1 May 2026 (Hard contractual deadline)	CMI! submits ETE report with annexures to the MFA.

All deliverables must be submitted in English.

CMI! also expects that the evaluation report will go through three rounds of feedback, with a minimum of 10 working days allocated to CMI! for each round. Consultants are therefore required to build the evaluation timeline accordingly.

8.3 Budget

A ‘ceiling’ budget of 140,000 Euros is available for the consultancy (including VAT and travel). It will cover all fieldwork activities as proposed by the consultants, including but not limited to FGDs, interviews, surveys, stipends/ honoraria and consultant fees for the period of **6 June 2025 to 17 April 2026**. The budget proposal should also include individual consultant fees, stating the time/ responsibility of each team member that will undertake the assignment, and the task/ scope of the evaluation. The proposed size and scope of the programme to be evaluated, and the expected number of working days.

9 Qualifications and Experience Required

The evaluation team should have team members with technical IOB evaluation experience and deeply committed to and have experience in working with anti-colonial, participatory and feminist research methodologies. The evaluation team should also demonstrate experience in conducting similar assignments for global initiatives and partnerships. The team should have experience working in or with feminist social movements, especially in the Global South and/or East, and/or lived experience of injustice or other forms of systemic oppression (including but not limited to sexism, racism, homoantagonism, trans-antagonism, classism, and ableism – and their intersections).

In addition, the evaluation team shall demonstrate:

- ★ Extensive experience conducting end-term evaluations of global social justice programmes that focus on movement-building, lobbying and advocacy.
- ★ Deep understanding of human rights activism of women, girls, trans and intersex people and movements.
- ★ Strong familiarity with Monitoring, Evaluation and Learning systems and methodologies related to feminist movement building and advocacy.
- ★ Ability to work effectively and efficiently with qualitative and quantitative data sets and secondary literature.

- ★ Applied knowledge in using one or more of MFA's recommended approaches and methodologies (realistic evaluation, contribution analysis, process tracing, or general elimination theory).
- ★ Exceptional writing skills with a track record of writing for policymakers, donors, and stakeholders of feminist movements (activists, human rights defenders, funders, and women's rights organisations).
- ★ Ability to receive feedback and work iteratively with CMI! with an open mind and effectively incorporate feedback from diverse perspectives.
- ★ Fluency in oral and written English, fluency in French, Arabic & Spanish is an asset.
- ★ Familiarity and knowledge of IATI reporting, OECD standards for evaluation and Dutch MFA IOB reporting and evaluation requirements.
- ★ Experience working in an international, virtual working environment across time zones with sensitive data.

10 Proposal submission process

Interested consultants meeting the requirements outlined in this TOR are requested to submit a proposal in English outlining:

- ★ A two-page cover letter that describes the evaluation team's profile, experience, roles and responsibilities of the evaluation team relevant to this evaluation assignment.
- ★ A ten-page proposal of the evaluation approach, including a description of the evaluation approach, sampling strategy, methodology, and timeline.
- ★ A financial proposal indicating the level of effort (in days) estimated for each evaluation key activity by the team member. The financial proposal shall also include any costs related to travel, interpretation, and editing of written deliverables.
- ★ Relevant work samples (web links are accepted)
- ★ CVs, max two pages each, of the proposed team members (as annexes)

10.1 Assessment Criteria for the Proposals

CMI! ETE consultancy selection criteria:

- ★ The proposal submitted demonstrates a clear understanding of the terms of reference.
- ★ Clearly shows how they will deal with risk, security and aspects of bias.
- ★ Methodology aligns with the IOB criteria and acknowledges the balance between feminist and participatory approaches. It identifies one of the methodologies that the MFA has listed in assessing effectiveness.
- ★ The majority of the team is based in the global South, and some of them themselves belong to structurally excluded groups.
- ★ Realistic proposal in alignment with IOB and OECD-DAC criteria.
- ★ The proposal includes a clear and detailed work plan and a realistic schedule for completing the assignment, including milestones for feedback and iterations.

- ★ The proposal outlines how the consultancy will engage with stakeholders, including CMI! members, partners, and structurally excluded groups, ensuring their voices are centred in the evaluation process.
- ★ The consultancy team's skills, experiences and qualifications address the main competencies required for the evaluation, including good analytical evaluation report writing skills.
- ★ Relevant experience in feminist evaluation at national, regional and global levels and knowledge and independence of evaluators regarding the programme(s)/ the partnerships/activities under evaluation.
- ★ Realistic budget and timeline proposed, including a sufficient breakdown of costs, including personnel, travel, data collection, and any other relevant expenses.

We invite interested firms/ teams to send a technical proposal, together with the proposed budget, workplan, Curriculum Vitae and team profiles. Please note that the proposal must be in English and shall not be longer than ten pages (that is, excluding the financial proposal, CVs, and work samples). Proposals should be submitted to Connie Nawaigo at c.zhuwarara@mamacash.org, **by 14 May 2025 at 7 pm CET**. Please include the following subject in the application correspondence: **Consultancy Proposal: CMI! End Term Evaluation**.

Note: For any questions or clarification, please contact c.zhuwarara@mamacash.org.

The CMI! team will be accepting questions about the terms of reference between the **15 April 2025 to the 9 May 2025**.

Only technical proposals will be considered in the selection process.

The CMI! task force aims to conduct interviews with shortlisted candidates in the weeks of 19- 30 May 2025 and work is expected to commence on 6 June 2025.

Annex

1. Documents to be shared with the Consultants:

- a. [Baseline report \(CMI! 2.0\)](#) and [ETE report of CMI! 1.0](#)
- b. [MTR of CMI! 2.0](#)
- c. [CMI! Results Framework](#)
- d. CMI! 2.0 Proposal
- e. [CMI Theory of Change](#)
- f. CMI! (2.0) stories of change and reports- Inception stage
- g. IATI data sets (outputs and outcomes) – Inception stage
- h. Annual Reports [2021](#), [2022](#), [2023](#) and 2024
- i. List of Partners, donors & societal actors to interview. - Inception stage
- j. [IOB](#) Criteria
- k. Extra Information [SCS ETEs](#)

2. Theory of Change¹²

a. CMI! theory of change:

Our theory of change affirms that strong and autonomous feminist movements engender lasting change and effectively challenge inequalities and unjust power structures. CMI! supports context-specific, locally led movements to be resilient so that they can leverage their collective power and engender systemic change from the local to the global levels and from global to local contexts.

CMI! supports structurally excluded groups through three strategies: [Money](#), [Movement](#) and [Making Change](#). Our three strategies, **money**, **movement-building** and **making change**, mutually strengthen CMI! members' and partners' capacities to engage in L&A in order to effect positive and **sustainable** legal and social norm change on WR&GE. Thus, strong, autonomous WROs and movements are both an intermediate step toward effective L&A and an objective in itself.

1. Money: Using **strategic investment**, CMI! ensures partners are resourced across the funding continuum to maximise their autonomy through three interventions.

- **Core funding** CMI! provides long-term, flexible support for WROs to adapt strategically and
- work sustainably in contexts with high levels of discrimination, political repression and conflict.
- **Rapid response funding** supports WROs and defenders to react to emergencies and take
- advantage of political opportunities.
- **Participatory grantmaking** shifts, shares and builds power by decentralising decision-making to target groups.

¹² Comprehensive [CMI Theory of Change](#)

2. Movement-building

Movement-building incorporates four **capacity strengthening** sub-strategies, based on CMI!'s track record and expertise.

- **Institutional capacity:** CMI! works closely with partners to fortify institutional capacities and be optimally equipped to develop and implement strategic L&A approaches. This includes capacity in management, financial accountability, PMEL, base-building, mobilisation, alliance-building and strategy.
- **Capacity for safety, well-being and resilience:** CMI! works in restricted contexts, where the dangers are real, making it imperative to build the resilience of partners. CMI! deliberately supports the creation of an enabling space for WHRDs, WROs and movements to act where they would otherwise be silenced. Given WHRDs' specific needs, CMI! prioritises capacity strengthening for safety, well-being and resilience.
- **Capacity for L&A:** CMI! uses a broad palette of strategies, including social advocacy²⁵, to strengthen partners' capacities to successfully lobby political leaders, societal actors, and donors.
- **Cross-movement alliance-building:** CMI! strengthens the collective power of

3. Making change: CMI! deploys three L&A sub-strategies, each targeting different actors, jointly aimed at a comprehensive approach to agenda-setting, discursive change, procedural change, policy change and behaviour change for WR&GE.

- L&A for sustainable investment (donors): CMI! will engage in advocacy, including awareness-raising, with donors for sustainable investment in WR&GE informed by local partners' agendas, capacities and objectives, including by leveraging our unique philanthropic, bilateral and multilateral sector access.
- L&A for law and policy reform (political leaders): CMI! members and partners will leverage strengthened and joint capacity for law and policy reform. Since contexts differ, each intervention is context-specific (e.g., halting harmful laws and policies; advocating for protective laws and policies; altering existing laws; and/or, diminishing harmful effects of the implementation of 'bad' laws and policies).
- L&A for social norm change (societal actors): Law and policy reform cannot be separated from social norm change; both are critical to advancing WR&GE²⁷. CMI! members and partners work with societal actors on value, belief, attitude and behaviour changes. Lobby targets and interventions vary depending on context analyses, actors and power mappings.

These strategies will lead to four outcomes:

- I. **Output:** WHRDs and WROs are resourced, coordinated and resilient.
- II. Strong and autonomous movements.
- III. Space for feminist demands and influence is sustained and increased.
- IV. Political actors, societal actors and donors are aware, willing, and equipped to support women's and girls' rights.
- V. Political actors, societal actors and donors support laws, policies and strategies promoting women's and girls'* rights.

Assumptions

Structurally excluded women and girls

- The inclusion of structurally excluded women and girls brings legitimacy, specificity and innovation to
- L&A processes for advancing gender equality.
- Successful L&A by structurally excluded groups transforms societies in ways that advance the rights of all.

Movements

- WROs and WHRDs are effective, essential actors in the fight for human rights and gender equality.
- With the right information, connections and resources, WROs can build alliances, coordinate agendas and engage decision-makers effectively.
- Strong, autonomous feminist movements engender lasting change, effectively challenge unjust power, are diverse, broad, politically aware and motivated, and more adaptive than individuals, isolated organisations or formal institutions.

Strategic investment/donors

- Funding that is flexible, long-term and responsive to local needs supports innovative, context-specific, effective and sustained L&A.
- Donors can be persuaded to adjust their funding practices to provide better and more funding for WROs.

Political leaders and societal actors

- Political leaders who listen to structurally excluded communities will create policies that more effectively fulfil rights.
- Coordination between decision-makers and WROs on priority agendas and advocacy efforts will strengthen the likelihood that WR&GE will be fulfilled.
- Harmful practices affecting women and girls can be reduced and de-legitimised by social norm Change.

F. Indicators

Because of the nature of the programme, all indicators are gender specific, and address the position of marginalised groups.

Output	Quantitative Indicators	Qualitative indicators
1. WHRDs and WROs are resourced, coordinated and resilient.	1.1 # WHRDs who receive support from CMI! members.	
	1.2 # WROs who receive support from CMI! members.	
	1.3 # WHRDs with increased L&A Capacities	1.3.1 Areas in which WHRDs increased their L&A capacities as a result of

		CMI! strategies, as reported by WHRDs.
	1.4 # WROs with increased L&A capacities.	1.4.1 Areas in which WROs increased their L&A capacities as a result of CMI! strategies, as reported by WROs.
	1.5 # of strengthened and/or new alliances.	1.5.1 Type of alliance.
	1.6 # WHRDs with new or strengthened holistic security approaches.	
	1.7 # WROs with new or strengthened holistic security approaches.	
Outcomes	Quantitative Indicators	Qualitative indicators
2. Strong and autonomous movements.		2.1 WHRDs and WROs report that their movements are strong and autonomous.
3. Space for feminist demands and influence is sustained and increased.	3.1 # of times that WHRDs** and WROs*** (including CMI! members) create and defend spaces.	3.2 Types of space created and defended at different scales (local, national, regional or global).
4. Political actors, societal actors and donors are aware, willing and equipped to support women's and girls' rights.		4.1 Changes observed per actor (political actors, societal actors and donors).
5. Political actors, societal actors and donors support laws, policies and strategies promoting women's and girls'* rights	5.1 # of laws, policies and strategies blocked, adopted or improved.	5.2 Types of laws, policies and strategies blocked, adopted or improved.

Graphic Representation of CMI! Theory of Change: strategies, outcomes and assumptions:

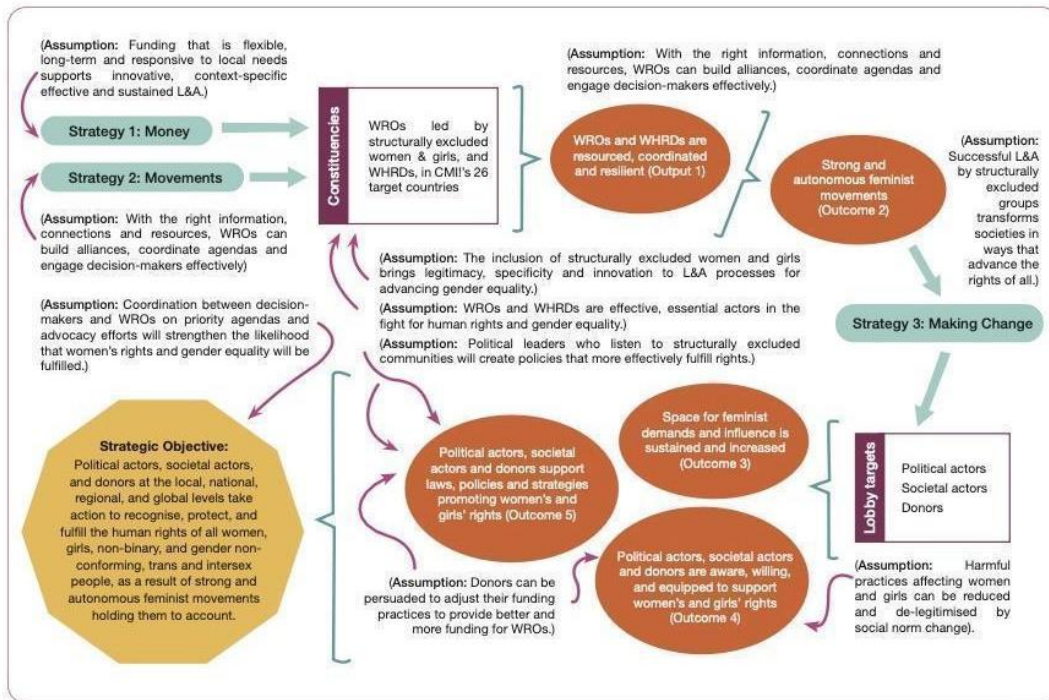


Figure 1: Graphic representation of CMI Theory of Change: Strategies, outcomes and assumptions