



## CALL FOR PROPOSALS FOR EXTERNAL EVALUATION

Type of contract: Consultancy  
Consulting days: 30 days  
Time period: January-February 2024  
Application deadline: 20 December 2023

IWRAW Asia Pacific is seeking the service of consultants or consulting firms from the Global South to conduct an independent evaluation of IWRAW AP's five-year strategic plan (2020-2024). Please find enclosed the Terms of Reference (ToR) for more information.

If you have the interest, experience and qualifications to carry out this evaluation as per the Terms of Reference, please write to us by 20 December 2023 at [iwraw-ap@iwraw-ap.org](mailto:iwraw-ap@iwraw-ap.org) with “expression of interest for the evaluation of the strategic plan” in the subject line. Interested parties are requested to submit a cover letter describing your capabilities to carry out the evaluation, along with the sample works and CVs of the team members, your proposed methodology to deliver the outputs, and your expected quote for 30 days of work between January and February 2024.

## **TERMS OF REFERENCE FOR STRATEGIC EXTERNAL EVALUATION OF IWRAW-APs FIVE YEAR STRATEGIC PLAN (2020-2024)**

### **Context**

The terms of reference will be the basis for the selection of a evaluator/team of evaluators (hereinafter referred to as "the evaluator") to undertake an external evaluation with the aim of determining the impact of IWRAW Asia Pacific (IWRAW AP) work in accordance with its current five year strategic plan (2020-2024).

Since 2020, IWRAW AP has worked to a strong strategy that stood the organisation in good stead during and post the pandemic. IWRAW AP wants to incorporate the learnings from this evaluation into the next five-year plan.

IWRAW AP wishes the evaluation to provide an independent understanding on how well the organisation has implemented the Strategy 2020-2024<sup>1</sup>, assess what were the strengths and gaps in implementation. This includes assessing the impact of IWRAW APs work on different stakeholders, especially those structurally excluded groups whose rights it strives to protect.

The evaluator is required to work in a rigorous and diligent manner in order to produce information, evaluate and make practicable recommendations that are valid and can be used for future implementation. IWRAW AP is expecting the evaluation to highlight the achievements and gaps of the last five years, which will inform the development of the next strategic plan (2025-2029) to ensure that IWRAW AP remains relevant, efficient, effective and sustainable.

A Change Project is currently underway following an Organisational review that was conducted in the first half of 2022 and is being implemented currently through various workstreams in the organisation.

The Evaluation is part of the Change Project workstream on Organizational Strategy and Ambition and is commissioned under IWRAW APs core grant from the Swiss Agency for Development Cooperation (SDC). IWRAW AP expects it to assure SDC and other donors that the organisation remains committed to meeting its core objectives and to clearly demonstrate that its results and way of doing things have worked; and that steps are being taken to remedy when things have not worked.

### **Objectives**

The objectives of the evaluation are:

- To identify the extent to which IWRAW AP achieved the goals and outcomes of the Strategy Plan 2020-2024, at the national, regional and international levels;
- To provide an opportunity for learning and inclusive reflection for IWRAW Asia Pacific programme team/internal stakeholders;
- Provide recommendations that will inform IWRAW AP's next five-year plan (2025-2029);
- Evaluate IWRAW financial sustainability and fundraising strategy;
- Evaluate IWRAW's value-added;
- Provide a sound basis for donors to assess.

### **Proposed methodology**

The evaluator will be required to:

- Co-create the evaluation methodology in collaboration with Working Group on Evaluation;
- Gather information from a desk review of reports including partner reports, and other relevant documents;

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<sup>1</sup> It is also possible to reach back before 2020 if relevant

- Conduct 1-on-1 interviews with team members of IWRAW APs governing bodies, constituencies, selected donors and institutional allies and partners;
- Conduct group consultations as necessary.

## Approach

**In conducting the evaluation, the evaluator will be expected to** use feminist, women's human rights, and decolonial lenses. The evaluation will use OECD-DAC criteria, and may propose any additional approaches and methodology to appropriately IWRAW AP's results.

## Key evaluation questions

- To what extent did IWRAW achieve the outcomes and goals of the Strategy Plan 2020-2024?
- How effective and impactful are the results?
- How sustainable are the results?
- What types of partnerships yielded the most results, and what are the lessons learnt (of the partnerships)?
- Is IWRAW's financial strategy sustainable (fundraising strategy)?

Sub questions to be addressed include<sup>2</sup>:

### Relevance

- How relevant is the strategy plan? What are the gaps?
- How relevant are IWRAW APs programmes to IWRAW AP's constituents, including structurally excluded groups who are demanding their rights?
- How consistent are the achieved effects with the priorities of these groups?
- What is IWRAW's particular profile and value added in the overall landscape of women's movements defending and promoting women's rights?

### Efficiency

- How does IWRAW APs management of resources support the achievement of its strategic outcomes? What are the constraints (if any)?
- Is IWRAW's strategy implemented in an efficient manner (adequate allocation of resources, input-output relation)?

### Effectiveness

- How effective were the programmes?
- What methodologies does the team use to deliver on the different programmatic outcomes? How effective are these? How can they be improved?
- Is the team engaging in particular methodologies that increase the involvement of structurally excluded groups<sup>3</sup>? How effective has this been?
- How does learning happen within the organisation, on success factors as well as failures? How is this learning applied to steer IWRAW's work and performance?
- How well are the programme outcomes/lessons learned shared with relevant stakeholders internal and external?
- How did IWRAW adapt/ respond to COVID-19? What kind of innovations occurred during this strategy cycle to ensure inclusion, accessibility and reach?
- How does IWRAW APs organisational structure and management of resources and steering support the efficient implementation of its strategy (input-output relation, adequate allocation of resources needed etc.), how efficient is the strategy implemented? achievement of its strategic outcomes? What are the constraints (if any)?

<sup>2</sup> The list of questions are not exhaustive, and may be revised and expanded once the project starts.

<sup>3</sup> The specific groups will be identified in the evaluation process

## Impact

- What has been IWRAW AP's contribution to the eight strategic outcomes of the Strategic Plan 2020-2024 (see Annex 1) and does it enable the identification of the deficit of rights and the need to promote the fulfilment of women's human rights on the basis of equality?
- To what extent and how has IWRAW AP implemented the Marginalised Women's Policy (structurally excluded groups)? What were the challenges and how were they addressed? How consistent are the achieved effects with the priorities of these groups?
- What have been the impacts (planned and unplanned) of IWRAW AP's work in international, regional, national and sub-regional spaces and on which constituencies? (e.g. sex workers, women with disability, LGBTIQ community, constituencies affected by climate change, women workers, indigenous women)
- What is IWRAW's particular profile and value added in the overall landscape of women's movements defending and promoting women's rights?

## Sustainability

- How sustainable are the outcomes and impacts of IWRAW AP's programmatic work?
- What is the organisation's sustainability strategy for ensuring continuation of the work, in terms of programmatic activities and organisational sustainability (e.g. finance, human resources, constituency building etc)?<sup>4</sup>
- How well does IWRAW AP manage programmatic, contextual and organisational risks?

## Recommendations

The evaluator will also be required to make recommendations with regard to:

- What areas of strategic importance does IWRAW AP need to carry forward, strengthen or drop into its next five-year plan?
- What adaptations are possibly required in terms of strategic and geographic focus?
- What should be done to enhance IWRAW AP's efficiency, effectiveness, impact and the sustainability of its work (including its financial sustainability)?

## **Tasks of the evaluator**

- Co-design the methodology, as part of the Evaluation Plan. Develop methodological guidelines and tools for the external evaluation including specific indicators for understanding impact and measuring efficiency and effectiveness in consultation with Working Group on Evaluation, while guaranteeing the independence of external evaluators.
- Conduct a desk review: Review the internal documentation including the five-year plan, quarterly and annual reports, project reports, and communication outputs as well as knowledge/learning tools and materials developed by IWRAW-AP.
- Subject to the proposed methodology, conduct interviews and focus group discussion with IWRAW AP staff team, governance body members, representatives of institutional partners, constituency groups, WROs, donors, and relevant stakeholders.
- Prepare a draft report to the leadership team of IWRAW Asia Pacific and board of directors. At this point, the role of the leadership team and of the board of directors would be to clarify any aspects or to correct any errors which might occur (within one week of receipt of the draft report). The report, however, shall reflect the independent assessment of the evaluator.

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<sup>4</sup> The evaluator can draw from and reference the findings of the Change Project report performed in 2022 which identifies these issues of sustainability.

- Based on findings, the evaluator shall finalise the evaluation report and submit the Final Evaluation Report to IWRAP Asia Pacific.
- The evaluator will report to and be accountable to the IWRAP-AP Evaluation Working Group that has been established to oversee this project. She will work closely with this working group in the design and co-creation of this programme evaluation.

### Schedule of Outputs

	Output/milestone	Description	Inputs	Deadline
0.	Recruitment process and confirmation of evaluator			December 2023
1.	Onboarding Call -clarify sources of information and list of interviewees	Meetings Working Group on Evaluation	1 day	Early January
2.	Submit Draft Evaluation plan, including proposed methodology, for approval  (Deliverable)	Literature review and background research Meetings and interviews	4 days	Mid January 2024
2.	Desk review, stakeholder consultations, and any other steps identified in their methodology.	Literature review and background res  Research and interviews in the targeted locations each	Total 15 days  5 days  Number of actual days to be determined by evaluators schedule days  For purpose of calculating fees - maximum number of days -10	January and February 2023
3.	Analysis and Reporting	Analysis of collected data and compiling report	4 days	End of February 2024
4.	Submit Draft report (deliverable)		2 days	Early March 2024
5	Presentation of preliminary results and findings (deliverable) to IWRAP Asia Pacific team and Board	Present for feedback	2 day	Mid-March 2024
6.	Submit Final report (deliverable)	Adding feedback to report and final editing	2 days	End of March 2024

	Total		30 days person workdays	
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## Reporting Requirements

- The report should be guided by the OECD DAC Evaluation guidelines, by donors and IWRAW Asia Pacific [TBD].
- The written evaluation report is expected to be around 40 pages long including annexes and references. The report must contain an executive summary with highlights regarding impact, learnings and key recommendations suitable for publishing on a website (2-3 pages).
- Feedback must be provided by IWRAW-AP within one week of receipt of draft report.
- The final report is to be delivered to IWRAW AP by the end of March 2024.

## Undertakings by IWRAW Asia:

Within the amount provided, cover the evaluator's costs for:

- To cover one round trip to Kuala Lumpur to discuss the scope of work with the management and Board (based on economy class and the most direct route).
- To cover a round trip for a meeting with the Board (based on economy class and the most direct route).
- To provide timely feedback, documents and any other necessary information to perform the consultancy.
- To provide support to facilitate virtual engagement with project partners, consortium members and donors.

## GENERAL TERMS AND CONDITIONS ON FINANCIAL GUIDELINES

### Terms of Payment

IWRAW Asia Pacific will prepare a contract with the selected evaluator indicating a fee for all costs including the activity costs related to the evaluation process not exceeding 40,000 USD as well as a timeline/process that is mutually agreed upon based on the proposal and budget submitted to IWRAW AP. The final amount in the contract will be inclusive of all expenses incurred in completing the tasks outlined above in Section A and B, and submitting the work contracted.

The contract amount recognises the contribution that the Evaluator is making towards the activity. IWRAW Asia Pacific will not be able to pay anything further towards expenses that the Evaluator might incur in carrying out the tasks.

In the event that the Evaluator is unable to complete her contribution to the activity within the time frame specified or finds it difficult to meet the standards that are set by IWRAW Asia Pacific for her contribution, then the two parties will agree to terminate this agreement and agree the terms on which the honorarium will be paid/not paid/pro-rated.

### Confidentiality and Non-Disclosure

No personal data, information and resources shared during the execution of this contract shall be shared or used in part or in whole by the Contractee. This extends beyond the terms of this contract.

### Copyright

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#### Policy on the Rights of Marginalised Women

Evaluator acknowledges IWRAW AP's [Rights of Marginalised Women Policy](#) and agrees that the partner's contribution, and the outcomes of the work of this contract will fall in line with the principles of the policy.

#### Child Protection Policy and Child Protection Code of Conduct

Partner acknowledges that she has read the Child Protection Policy and Child Protection Code of Conduct. Partner agrees to abide by the terms and conditions in the Policy and Code of Conduct. A copy of the Child Protection Policy and Child Protection Code of Conduct can be found on [www.iwraw-ap.org](http://www.iwraw-ap.org)

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IWRAW AP wishes the evaluation to provide an independent understanding on how well the organisation has implemented the Strategy 2020-2024<sup>5</sup>, assess what were the strengths and gaps in implementation. This includes assessing the impact of IWRAW APs work on different stakeholders, especially those structurally excluded groups whose rights it strives to protect.

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### **Proposed methodology**

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Sub questions to be addressed include<sup>6</sup>:

### Relevance

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resources needed etc.), how efficient is the strategy implemented? achievement of its strategic outcomes? What are the constraints (if any)?

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- What is the organisation's sustainability strategy for ensuring continuation of the work, in terms of programmatic activities and organisational sustainability (e.g. finance, human resources, constituency building etc)?<sup>8</sup>
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- Prepare a draft report to the leadership team of IWRAW Asia Pacific and board of directors. At this point, the role of the leadership team and of the board of directors would be to clarify any aspects

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<sup>8</sup> The evaluator can draw from and reference the findings of the Change Project report performed in 2022 which identifies these issues of sustainability.

or to correct any errors which might occur (within 3 weeks of receipt of draft report). The report, however, shall reflect the independent assessment of the evaluator.

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- The evaluator will report to and be accountable to the IWRAP-AP Evaluation Working Group that has been established to oversee this project. She will work closely with this working group in the design and co-creation of this programme evaluation.

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- Copies of the final draft report are to be delivered to IWRAW AP by mid December 2023.
- Feedback must be provided by IWRAW-AP by mid-November in order to incorporate into the final report for the Board by the first week of December.

### Undertakings by IWRAW Asia:

Within the amount provided cover the evaluator's costs for:

- To cover one round trip to Kuala Lumpur to discuss the scope of work with the management and Board in August (based on economy class and the most direct route).
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**COUNTERING REGRESSION:**

1. Contribution to restoration and reaffirmation of human rights norms and mechanisms in the United Nations human rights system

**INTERROGATING BORDERS:**

2. CEDAW standards in relation to trafficking and migration are in alignment with Feminist Approaches to Counter Trafficking (FACT)
3. WROs working with stateless, refugee and asylum-seeking women are mobilising using the CEDAW framework and advocacy space

**ENVIRONMENTAL JUSTICE**

4. Environmental degradation and climate change are reflected in CEDAW Concluding observations

**WOMEN AND WORK**

5. Women workers have capacity and access to formal and alternative justice mechanisms to claim their rights
6. CEDAW recommendations/ standards concerning women's rights in the context of labour and employment have been implemented at the national level

**TrEAD**

7. CEDAW and CESCER standards reflect the impact of macroeconomic and development policies on gender equality and WHR, especially the rights of marginalised groups of women in the Global South
8. The capacity and interconnectedness of WROs is strengthened to hold IFIs, multi-lateral (UN) institutions, and/or governments to account for adverse impacts of macroeconomic and development policies (including Agenda 2030 and the SDGs) on gender equality and WHR, especially the rights of marginalised groups of women in the Global South.