# Summary of Assignment

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Women’s Voices and Leadership (WVL)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Overview</strong></td>
<td>Women’s Voices and Leadership (WVL) is a five-year initiative being carried out by Plan International Ethiopia, Plan International Ghana, Plan International Canada, and Women Organizations (WOs), in collaboration with Global Affairs Canada (GAC). The project is part of a global initiative launched by GAC under Canada’s Feminist International Assistance Policy (FIAP) which has an explicit focus on strengthening and supporting WOs and movements that advance women’s rights, gender equality and the empowerment of women and girls, while also supporting evidence-based policymaking and program delivery for gender equality.</td>
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<tr>
<td><strong>Summary of Role</strong></td>
<td>To engage collaboratively with Plan and the WOs to develop and validate self-reflective Participatory Institutional Capacity Assessments (PIA) and Institutional Capacity Development Planning (ICDP) tools and methodology. In addition, the consultant(s), in consultations with feminist thinkers and WOs, will develop a framework for a feminist model of organizational development that moves beyond corporate training models and responds to unique needs of women’s organizations but also adheres to accountability and good governance principles. The consultant(s) will also provide oversight on the capacity development modules to ensure they align with the feminist model of organizational development.</td>
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<tr>
<td><strong>Location of Assignment</strong></td>
<td>This position can be based internationally however will require travel to both Ethiopia and Ghana to train and support the Core Assessment Team (CAT) to conduct the PIAs and facilitate a validation workshop with WOs. It will be essential to work closely with Plan colleagues in Addis Ababa and Accra Country Offices, as well as colleagues in Canada. This consultancy contract will be managed by Plan International Canada in partnership with senior management at Plan International Ethiopia and Plan International Ghana.</td>
</tr>
<tr>
<td><strong>Start Date</strong></td>
<td>November 2019</td>
</tr>
<tr>
<td><strong>Duration of Assignment</strong></td>
<td>7-8-month contract over 85 days</td>
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</table>
**Project Information**

The Women’s Voice and Leadership program is a global initiative that recognizes the power and potential of women and girls to promote, protect and uphold their human rights. Global Affairs Canada (GAC) launched the initiative as part of Canada’s Feminist International Assistance Policy which is founded on the premise that gender equality is one of the most effective ways to eradicate poverty. Plan International is proud to partner with GAC on two innovative and feminist projects in Ghana and Ethiopia, in collaboration with national women’s rights networks and partners. Together, the projects aim to deliver an initiative that will promote a vibrant and sustainable women’s rights movement and funding ecosystem in both Ghana and Ethiopia, consolidating the power and voice of women from across the countries to lead their own development, demonstrate their agency, and influence policy.

Both Women’s Voice and Leadership (WVL) projects are five-year initiatives that are being carried out by Plan International Canada, Plan International Ghana, Plan International Ethiopia and WO networks and partners, through the support of GAC. The initiative aims to support the capacity and activities of local and regional WOs and movements to empower women and girls, advance protection of women’s and girls’ rights, and achievement of gender equality. The ultimate outcome of the project is **increased achievement and enjoyment of human rights including, gender equality and the empowerment by women and girls**. In order to achieve its ultimate objective, WVL aims to accomplish the following three intermediate outcomes:

1. Improved **management and sustainability** of women’s organizations advancing gender equality and the empowerment of women and girls in Ethiopia and Ghana, particularly those representing vulnerable and marginalized women and girls.
2. Enhanced **performance of programming and advocacy** of women’s organizations advancing gender equality and the empowerment of women and girls in Ethiopia and Ghana.
3. Enhanced **collaboration, collective action, innovation, and effectiveness of national and sub-national women’s platforms, organizations, networks and alliances** to affect policy, legal and social change in Ethiopia and Ghana that advances gender equality and the empowerment of women and girls.

Both the project span 5 years, from March 2019 to March 2024 and will target approximately:

<table>
<thead>
<tr>
<th>Country</th>
<th>Partners</th>
<th>Multi-Year Grants</th>
<th>Flexible/Short-term Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ghana</td>
<td>2 WO networks</td>
<td>24 WROs(^1)</td>
<td>65 WROs</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>4 WOs partners</td>
<td>24 WOs</td>
<td>Up to 75 WOs</td>
</tr>
</tbody>
</table>

**Feminist Approach**

The project will apply a feminist approach that is founded on two main principles: 1) Ensuring full and meaningful participation and influencing of all program processes by WOs; and 2) WOs are experts in their contexts and know how best to address issues. This will drive the need to leverage expertise through collaborative, reflective and mutual learning processes to ensure the project

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\(^1\) WRO: Women’s Rights Organizations
does not embody a top down or one-size-fits-all approach. This feminist approach is grounded in addressing root causes of gender inequality by interrogating / challenging power relations, social norms and values, and other systemic issues that anchor the inequalities at all levels. The approach will thus facilitate a movement away from only addressing welfare and practical needs to strengthening WOs’ work on addressing strategic needs and adopting systemic approaches that promote gender equality. The core feminist principles include:

- Feminist Agenda
- Transformative Approach
- Inclusion and Diversity
- Transparency and Accountability
- Voice, Agency and Co-creation
- Coordination and Collaboration
- Respect, Tolerance, and Understanding
- Flexible and Contextual
- Participatory

Objective

In support of improved management and sustainability of WOs advancing gender equality, particularly those representing vulnerable and marginalized women and girls, this consultancy will focus on enhancing the organizational and technical capacity of WOs. Taking a feminist approach premised on principles of agency and meaningful and empowering processes, the consultant(s) will develop and validate the PIA and ICDP methodology and tools, in consultation with Plan and WOs, leveraging Plan’s Gender Equality Self-Assessment methodology and adapting existing organizational self-assessment approaches used by other practitioners. Afterwards, the consultant(s) will support a validation and prioritization workshop in both Ghana and Ethiopia where common organizational capacity needs from the PIAs will be identified and later inform the development of common organizational capacity modules which will be provided to WOs. The consultant(s) will also develop a feminist model of organizational development which will be presented at the workshop to guide the project’s overall approach to training and coaching.

Scope of Work

The Participatory Institutional Capacity Assessment (PIA) will engage WOs of different types and sizes, in self-reflection, rather than external assessment and through a conversation on the women’s organization’s perspective on current organizational capacities. The PIA will enable WOs to:

- Define the gender transformative aspects of their programs.
- Assess barriers and enablers in delivering a gender transformative program.
- Self-identify and score current strengths and gaps for improvements in pre-identified areas of inquiry, relating to their ability to deliver gender transformative programming and advocacy.
- Self-define priorities and needs, targets with milestones for improvement in various areas.
- Self-define the strategies and action plans to achieve the targets.

The PIA will explore the following domains with the WOs:

- Governance structures (reflective of different types and sizes of WOs).
- Organizational vision and strategy
• Leadership and staffing (capacities and expertise).
• Gender transformative programming (current and desired state; program quality domains such as inclusion, participation, rights-based, empowering).
• Project management and MEL systems, tools and frameworks, documentation, knowledge management and reporting, etc.
• Financial management and compliance capacities, including organizational systems/procedures.
• Resource mobilization and sustainability strategies.
• Safeguarding of children and youth.
• Any other area of inquiry identified during the course of consultation and review of existing tools.

The consultant(s) will be responsible for developing the PIA tool which will need to be robust but flexible to respond to different WOs, simple enough to be self-administered by WOs (if required) and captures all areas of inquiry relevant for a WO to deliver gender transformative programming on the ground. A step-by-step guidance document, developed by the consultant(s), will accompany the tool to guide the implementation of the PIA, scoring and interpretation of its results. The consultant(s) will need to develop a tool that will standardize the process of analysis and scoring, reducing the impact of individual biases on the score.

The consultant(s) will also be responsible for developing ICDP tools, templates and guidance notes to support each WO undertaking the PIA. These tools will enable the WOs to develop an Institutional Development Plan (IDP) in response to the PIA findings on the organizational areas to strengthen. It is anticipated that the common organizational capacity development modules will address at least a few areas in each of the WOs’ IDPs as well as some of the identified gaps could be addressed through the multi-year grants by the fund recipients.

Maintaining consistency in the institutional strengthening support provided to WOs, the consultant(s) will also be responsible for developing the Feminist Model of Organizational Development, which:
• aims to analyze, develop, and incorporate systems and processes that will contribute to the missions and work of women’s organization, while aligning with their context, values and cultures. The Feminist OD model will also guide the project’s overall approach to training and coaching, ensuring consistency with feminist principles.
• will support the project to move beyond corporate training models and one-size fits all approaches, which may not be the most responsive to the operating environments of WOs.
• will be developed in consultations with feminist thinkers to identify organizational development and management approaches frequently employed by the WOs in Ethiopia, Ghana, and globally, which not only respond to their unique needs but also adhere to accountability and good governance principles.
• will be presented to WOs at a validation and prioritization workshop to obtain integrate feedback from WOs before finalizing the model for dissemination.

**Expected Deliverables**

1. **Review relevant project documents** including, project implementation plans, performance measurement frameworks and proposals for both Ethiopia and Ghana to understand overall project objectives and variations, as well as the theory of change.
2. **Inception Report**: An inception report will be prepared by the consultant and shared with Plan International Ethiopia, Ghana and Plan Canada and the four WOs as appropriate. The report should include PIA assessment matrix and a draft interview guide, along with any other needed data collection tools. The PIA assessment Matrix will demonstrate the Consultant’s understanding of the ToR and outline data collection and analysis plans, to be completed.

The inception report will be informed by the internal project documents, and an orientation meeting with project staff to clarify expectations, a detailed inception report is to be developed, submitted and approved by Plan International prior to undertaking consultancy activities. The inception report should include, at a minimum, the following sections:

- Work plan outlining the overall scope of work including, schedule and roles and responsibilities of the consultant(s) and any additional team members.
- Proposed approach and methodology to develop, refine, and validate the PIA, ICDP tools, feminist model of organizational development model, and assessment protocols.
- Design of data collection tools to gather the necessary information from the WOs and concerned stakeholders
- Align the PIA and ICPD tools to the relevant the GE Influence and Impact Index (GEIII) methodology.
- Draft itinerary detailing proposed fieldwork for in-country deliverables, following the guidelines provided in this RFP.
- A detailed overview of considerations regarding feminist principles and gender equality.

3. **Development of feminist model for organizational development (OD)**: Undertaken at the beginning of the consultancy, the consultant(s) will be responsible for developing the feminist model of organizational development to inform the development of the assessment guidelines and scoring criteria for the different assessment domains and ensure consistency with the above feminist principles. Consultations with feminist thinkers will identify organizational development systems and management approaches, processes, and practices, suited to the unique needs of the WOs, while providing requisite accountability and objectivity to meet quality standards. The feminist model will be presented to the WOs at the validation and prioritization workshop to integrate feedback from WOs and finalize the model prior to dissemination.

4. **Self-Reflective Participatory Institutional Capacity Assessment**: a self-assessment tool to identify the institutional strengths, priorities, and needs of WOs. The assessment tool will be fully designed with participation of WOs in each country. It will assess a wide range of organizational capacity domains including challenges and enablers in delivering gender transformative programs and advocacy. The Organizational capacity domains to be assessed will include but not be limited to leadership and staff, governance and strategic management, grant management, resource mobilization, gender transformative programming, M&E, planning and project design, proposal writing and reporting, technical expertise, sustainability, etc. In addition to the self-assessment tool, the consultant(s) is required to ensure that the relevant components of the GEII Index are included in the tool and clearly outlined in an associated assessment methodology and guidance document.

5. **Institutional Capacity Development Planning tools, methodology, and training materials**: flexible to respond to different WOs, simple enough to be self-administered by WOs (if required) and captures all areas of inquiry relevant for a WO to deliver gender
transformative programming on the ground. A step-by-step guidance document will accompany the tool to enable the WOs to develop an IDP based on the PIA findings.

6. **Training of core assessment team (CAT) on self-reflective PIA and ICDP tools and methodologies:** Once the tools and methodology are developed and approved by Plan International, the consultant(s) will train the core assessment team (CAT) on how to facilitate the PIA and ICDP tools with a WO, as well as enter the results into the PIA database and produce organizational self-assessment reports. The training will also serve as the opportunity for the CAT to develop their schedule to provide support to WOs. A complete training and facilitation guide will be developed.

7. **Analysis of self-reflective PIA:** In collaboration with the CAT, the consultant(s) will review and analyze the findings from the self-reflective PIAs and consolidate the most common capacity building and organizational development needs across the WOs.

8. **Facilitation of validation workshop on self-reflective PIA, prioritization of capacity building modules, and validation of feminist model for OD:** Plan International will organize a national workshop for the consultant(s) to present the findings to the participating WOs. This will be an opportunity for the WOs to validate and prioritize the common capacity development needs, as well as the overarching feminist model for organization development which will provide a framework to ensure each of the training modules responds to the unique needs and operating context of WOs in Ethiopia and Ghana. As a result of the workshop, the project will commit to preparing 3 common and WO-identified training modules which will be made available to all WOs through a capacity building and coaching process.

9. **Training of Core Trainers and Coaches on the feminist model of OD:** Plan and the consultant(s) will provide an orientation on the feminist model for organizational development. This will ensure that all the CTCs are: 1) operating under a common goal and framework; 2) understanding of and responsive to the organizational needs and procedures of WOs; and 3) are thoroughly equipped to deliver the content of the modules.

10. **Baseline report on self-reflective PIA, inclusive of workshop results on capacity building modules and feminist model for OD:** The PIA will form a major part of the project’s baseline, as well as the basis for the capacity building. Its intention is to serve as the basis for identifying priority capacity development areas for WOs. The assessment will include a self-scoring tool to be completed by members of WOs, interviews with leadership, document review and validation workshop.

**Timelines**

The consultancy is expected to commence in November 2019, with travel to the field to support the self-reflective PIA process in January 2020 and a validation and prioritization workshop in March 2020 which will also include training of Core Trainer Coaches (CTC’s) on the feminist development model.

The Consultant(s) selected to complete this assignment will be responsible for the deliverables specified in the table below:
<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Responsibility</th>
<th>Number of days (estimated)</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation and document review</td>
<td>Consultant</td>
<td>3</td>
<td>November</td>
</tr>
<tr>
<td>Initial overview meeting</td>
<td>Plan and Consultant</td>
<td>1</td>
<td>November</td>
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<tr>
<td>Detailed inception report including outlined approach for PIA, ICDP tools,</td>
<td>Consultant</td>
<td>5</td>
<td>November</td>
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<tr>
<td>feminist organizational development model, assessment protocols, and</td>
<td></td>
<td></td>
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<tr>
<td>detailed fieldwork schedule, following the guidelines provided in this</td>
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<td></td>
</tr>
<tr>
<td>Terms of Reference (ToR)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final PIA, ICDP tools, feminist organizational development model, and</td>
<td>Consultant</td>
<td>20</td>
<td>December/January</td>
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<tr>
<td>training materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Train Core Assessment Team (CAT)</td>
<td>Consultant</td>
<td>12 (6 per country)</td>
<td>January</td>
</tr>
<tr>
<td>Pilot tools in Ghana and Ethiopia and provide feedback to team</td>
<td>Consultant</td>
<td>4 day (2 per country)</td>
<td>January</td>
</tr>
<tr>
<td>Adjust/update assessment tools as necessary</td>
<td>Consultant</td>
<td>1</td>
<td>January</td>
</tr>
<tr>
<td>Review and analyze the findings from the PIAs and GEIII results and</td>
<td>Consultant, Plan, and CAT</td>
<td>10</td>
<td>March</td>
</tr>
<tr>
<td>consolidate the most common capacity building and organizational</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>development needs across the WOs</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Develop presentation and materials for workshop</td>
<td>Consultant, Plan, and CAT</td>
<td>3</td>
<td>March</td>
</tr>
<tr>
<td>Facilitate workshop to validate and prioritize the common capacity</td>
<td>Consultant, Plan, and CAT</td>
<td>16 (8 per country)</td>
<td>March</td>
</tr>
<tr>
<td>development needs, as well as the overarching feminist model for</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>organization development</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Train Core Trainers and Coaches on</td>
<td>Consultant</td>
<td>(same trip as validation</td>
<td>March</td>
</tr>
<tr>
<td>the feminist model of OD during validation workshop</td>
<td></td>
<td>workshop)</td>
<td></td>
</tr>
<tr>
<td>Baseline report on self-reflective PIA, inclusive of workshop results</td>
<td>Consultant, Plan, and CAT</td>
<td>8</td>
<td>April</td>
</tr>
<tr>
<td>Revise feminist model based on feedback from validation workshop and</td>
<td>Consultant</td>
<td>2</td>
<td>April</td>
</tr>
<tr>
<td>CTCs</td>
<td></td>
<td></td>
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<tr>
<td><strong>Estimated total days</strong></td>
<td><strong>85 days</strong></td>
<td></td>
<td>November 2019 – April 2020</td>
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</tbody>
</table>

**Consultant(s)/Bidders are asked to provide:**

i. A detailed technical proposal clearly outlining the proposed approach for this assignment, including the methodology and approach to the tools and training. Furthermore, outlining the understanding of the ToR or assignment.
ii. Curriculum Vitae(s) of proposed staff (including confirmation of availability) outlining relevant experience in developing participatory assessment tools, training modules; engagement with feminist approaches; and expertise and experience in women's empowerment and gender equality programming.

iii. A financial proposal with a detailed breakdown of costs.

iv. A proposed timeframe detailing activities and a schedule/work plan (including a Gantt chart), in line with the timeframe provided in this RFP.

v. Names and contact information of three references who can be contacted regarding relevant experience.

vi. A copy of 2 - 3 previous examples of similar work undertaken.

vii. A Consulting Firm Profile (including all details of the firm and board of directors), if applicable.

The financial proposal should contain all anticipated costs associated with the consultancy including:

- Itemized consultancy fees/costs
- Itemized field expenses, including lines for transport and accommodation. Plan will cover costs associated with local transportation to project sites.
- Itemized administrative expenses
- Validity period of quotations

If the applicant is a consultancy firm, the consulting team profile should contain:

- The full names of all participating consultants and their roles, including technical expertise and relevant experience
- Physical address of the firm
- Telephone number(s) of the firm (if applicable) and participating consultants
- Full name and contact information of the contact person within the consulting team
- Date of registration and Registration Number
- Copy of registration or other certificate, VAT and PIN
- Full names of Directors/Proprietors

Questions or clarifications related to the RFP, if necessary, to: Plan Canada, c/o Sarah Atchison, Program Manager, at SAtchison@plancanada.ca. Please send any questions by end of business day (EST) Wednesday, October 23rd, 2019.

Educational Qualifications, Knowledge & Experience:

- A Master's degree in Women’s Studies, International Development, Gender and Social Justice, Public Administration, Business Administration or any other related field.
- At least 7 years of experience in institutional capacity design and assessment and developing capacity assessment plans/programs.
- Demonstrable recent and substantial work / consultancy experience in program quality implementation and participatory training processes and facilitation, specifically in the areas of gender equality or women’s empowerment.
- Experience working in or with Ethiopia and Ghana projects on gender equality and/or women’s economic empowerment is a strong asset.
- Excellent understanding of gender transformative programming and feminist principles.
Key Skills specific to the Assignment:

- Strong communication and participatory design skills;
- Demonstrated skills in writing high quality reports;
- Demonstrated skills in analyzing complex concepts and designing simple solutions
- Ability to work under pressure with several tasks and various deadlines;
- Actively generates creative, practical approaches and solutions to overcome challenging situations;
- Excellent facilitation and presentation/public speaking skills;
- Computer literacy, including experience with database development and updates
- Strong knowledge of gender equality, feminist principles, and women's empowerment development issues in Ethiopia and Ghana.
- Analytical thinking skills and abilities to influence others.
- Written and spoken fluency in English; fluency in Amharic is an asset.
- Building strong relationships with the working group and with the project partners; focusing on impact and results for the project partners and responding positively to feedback;
- Consistently approaching work with energy, positivity and a constructive attitude;
- Demonstrated openness to change, new ideas and ability to manage ambiguity;
- Demonstrated ability to transfer knowledge and competencies;
- Similar experience in the project area (Ethiopia and or Ghana) and understanding of the local context is an asset.

About Plan International

Plan International is a non-governmental organization based on child-centered community development that operates worldwide to realize children’s rights and other human rights to end poverty in developing countries. Plan's vision is of a world in which all children realize their potential in societies that respect people’s rights and their dignity. Plan’s mission is to strive for reaching lasting improvements in the quality of life of underprivileged children in developing countries through a process that unifies people of different cultures and adds meaning and value in their lives by:

- Enabling underprivileged children, their families and communities to reach their basic needs and increase their capacity to participate in society;
- Building relationships to increase understanding and unity among people of different cultures and countries; and
- Promoting the rights and interests of children in the world.

Plan International Ethiopia Plan International Ethiopia has been operating in Ethiopia since 1995. In realizing its vision and mission, Plan International works in Ethiopia alongside children, their families and communities to promote children’s rights and equality for girls. Plan implement programmes in the regions of Amhara, Oromia, Southern Nations, Nationalities and Peoples' (SNNP) and Gambella, and in the city of Addis Ababa. All of our work focusses on the specific needs of girls and children with disabilities.

The general program is structured under five major country programs: 1) Improving early childhood care; 2) Providing education for all children; 3) Keeping children safe from violence; 4) Supporting communities to be prepared for emergencies; and 5) Responding to the influx of refugees.

Plan International Ghana commenced work in 1992 and is currently working in five Program Units namely; Central, Eastern, Upper West, Volta and Northern regions. It focuses on the
empowerment of both boys and girls and communities to enable them to realize their rights through integrated program interventions. Plan International Ghana’s current strategic goal is to ensure that girls and boys live healthy lives and access quality education in a safe and resilient environment.

**Plan International Canada** was established in 1968 and is one of the largest National Offices of the Plan Federation. Plan Canada’s anticipated revenue for FY15 is nearly $186 million. The organization has about 180 staff including a robust technical team with advisors in Child Right’s, Child Protection, Gender, Health, Education, Livelihoods and Youth Employment. Plan’s monitoring and evaluation (M&E) Unit advises project design to ensure the achievement of results and advance knowledge management. Compliance managers advise in the area of financial oversight and donor compliance.

**How to Apply**

All applications received by the submission date will be reviewed by a selection committee based on pre-determined criteria. Upon selection, the consultant(s)/firm will be invited for a discussion and requested to submit a detailed inception report and work plan prior to starting the assignment. Technical and financial proposals should be sent to the following email address and clearly marked “Women’s Voices and Leadership - Feminist Organizational Capacity Development Consultancy”

**Plan International Canada Inc.**  
**Address to:** Sarah Atchison  
**Email:** SAtchison@plancanada.ca

*Closing date for submission of the application package is: Sunday, October 27th, 2019*

The offer must remain valid for no less than ninety (90) calendar days after the deadline noted above.

**Disclosure of Information/Child Protection**

All ownership and copyright for final reports, data, and information collected is held by Plan International. It is understood and agreed that the Consultant(s) shall, during and after the effective period of the contract, treat as confidential and not divulge, unless authorized in writing by Plan, any information obtained in the course of the performance of the Contract. Information will be made available for the consultant(s) on a need-to-know basis. Field visits will be facilitated by Plan’s staff. The selected consultant(s) will commit to respect Plan's Child Protection and Safeguarding Policy to prevent any harm from participating children and youth.