MAMA CASH
END-TERM REVIEW, STRATEGIC PLAN (2015-2020)

REQUEST FOR PROPOSAL

Project Name: Endterm Review of Mama Cash’s Strategic Plan 2015-2020
Project Manager: Mama Cash Officer for Learning, Monitoring and Evaluation
Contact Details: j.bailey@mamacash.org
RFP Release: Thurs 12 Dec 2019
Closing Date: Mon 13 Jan 2020

PROJECT OVERVIEW

2020 is the final year of Mama Cash’s current Strategic Plan that started in 2015. Mama Cash will conduct an end-term review, led by an independent team of consultants. The purpose of the endterm review is to assess the outcomes and impact of our work, and to capture lessons learned about our approach to inform future planning. Mama Cash seeks a consultant or team of consultants to propose a methodology, lead and carry out the review, and write up and present the key findings, conclusions and recommendations, between February and October 2020.

MAMA CASH AND THE 2015-2020 STRATEGIC PLAN

Mama Cash (www.mamacash.org) is the oldest international women's fund – established in Amsterdam, the Netherlands, in 1983. Our vision is that all women, girls, and trans people and intersex people around the globe will have the power and resources to participate fully and equally in creating a peaceful, just and sustainable world. Mama Cash provides funds and accompaniment to self-led women's, girls', and trans people's and intersex people's groups that focus on contested and under-addressed issues. We also partner with other women's funds to strengthen the resource base that is available to support feminist organising around the world. And we work to influence donors to leverage more and better funding for self-led feminist activism.
Building on the preceding six-year strategic plan (2009-2014), Mama Cash’s current strategic plan for 2015-2020\(^1\) is guided by three strategic objectives.

1. **Grantmaking and accompaniment**: Providing flexible, core and longer-term grants along with tailored accompaniment to both emerging and established self-led groups, facilitating movement building to advance women’s, girls’, and trans people’s and intersex people’s rights in the thematic areas of Body (bodily integrity and autonomy), Money (economic justice), Money (labor rights), and Voice (agency and participation).

2. **Strengthening women’s funds**: Supporting the women’s funding movement by resourcing the creation and consolidation of new women’s funds; strengthening further the capacity of established funds and the collaborative initiatives they undertake; and, engaging with women’s funds in joint initiatives, including for fundraising, grantmaking and influencing the donor community.

3. **Influencing the donor community**: Using our knowledge, experience, visibility and credibility within the donor community to leverage more and better funding for women’s, girls’, and trans people’s and intersex people’s rights groups.

These three strategies depend on four organisational operating pillars: learning, monitoring and evaluation; fundraising; communications; and, sustainable operations. The current strategic plan is accompanied by a theory of change, as well as a logical framework that was developed to collect data to assess the implementation and impact of our work as well as to inform our analysis of the outcomes of our grantee-partners' work.

**BACKGROUND AND CONTEXT**

Mama Cash's current strategic plan (2015-2020) was developed in 2014. Since then, the context of our work has changed. Mama Cash experienced significant growth, both in terms of budget and staff. We transitioned into an organisation engaged in global partnerships – the Count Me In! consortium (CMI!) and the Global Alliance for Green and Gender Action (GAGGA), funded by the Dutch Ministry of Foreign Affairs – involving diverse organisations located in multiple countries around the world. This work has evolved in a changing context. The groups we support continue to organise with their constituents, yet their ability to speak out is threatened by a concerted attack on human rights defenders and social justice actors in many countries. Past wins for women, girls, trans people’s and intersex people’s rights are also under threat.

These are just two examples of obstacles that require Mama Cash to adapt our approaches and strategies to supporting feminist activism. As we enter the final year of our current Strategic

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Plan in 2020, we are now seeking to understand what progress we've made in this shifting context, and what has worked and not worked about our approach.

THEORY OF CHANGE

PURPOSE AND OBJECTIVES OF THE ENDTERM REVIEW

The primary purpose of the endterm review is for internal learning, and an important secondary purpose is remain accountable to our donors, partners and fellow members of consortia, networks and alliances. We want to understand, and be able to report on, our progress (outcomes and impact) in the shifting context described above. For our future planning, we also need to understand what it is about the way we work that has helped or hindered the achievement of these outcomes and impacts.

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2 Our partners are groups that are self-led by women, girls, trans people and intersex people, as well as women’s funds, which like Mama Cash, are public foundations that provide financial support and other resources to self-led groups.
Over 2020 we are undertaking a planning process for our next Strategic Plan, and we envisage that the endterm review will provide data and analysis on these questions that can help us determine what we need to change going forward.

Our endterm review therefore has two objectives:

1. **To assess the outcomes and impact of our strategies:** To understand and capture the outcomes of Mama Cash’s work (e.g. in strengthening feminist groups and movements to take collective action), and any subsequent impact to which we have contributed (e.g. in terms of improved social norms; policy and laws; access to resources and decision-making), through the three strategies in our strategic plan. I.e. *What has changed, because of Mama Cash’s work?*

2. **To learn more about the strengths and weaknesses of our approach:** To understand the key lessons that we have learned over the past five years from how we approach our three strategies, and the extent to which this work is supported by our operational pillars, with attention to whether and how we have shifted in response to the needs of feminist movements and activists. I.e. *What is it about the way we work that has helped create the above change, and what has hindered it?*

We envisage working with the successful consultant(s) to refine the scope of this objective further around priority questions, in the initial phase of the review.

**AUDIENCE AND USE**

Mama Cash envisages that our endterm review will be used by two primary audiences, aligned with our primary and secondary purposes above:

1) Internally by Mama Cash – staff and Board - to understand our impact, learnings and avenues for improvement, and our approach to the next strategic plan.

2) By our donors, partners and fellow members of our consortia, networks and alliances, to evaluate our progress, assess our work and learn about our approach.

We also hope the process and final report will be of use to our grantee-partners and feminist movements more broadly, in contributing evidence, learnings and knowledge for collective action.

**APPROACH**

We invite interested consultants to design and propose a methodology that speaks to the envisaged approach outlined here, and its suggested components, but we are also open to suggestions or modifications that might better ensure we meet the objectives above. We are particularly open to suggestions for ensuring a manageable scope, while still meeting our primary and secondary purposes of the review.
In order to ensure that the findings and recommendations are built on evidence, reflection and data, we suggest that the methodological design include a participatory and mixed methods approach that draws on the following components:

- Internal documentary review of previous achievements and challenges with regard to our three key strategies and four organizational pillars drawing on our existing data sources (e.g. previous evaluations, logframe data, case-studies, knowledge products, survey and research results).
- Analysis and review of Mama Cash’s 2016, 2018 and 2020 *Grantee and Applicant Perceptions Reports* – surveys undertaken independently by the Centre for Effective Philanthropy. The 2020 report is expected to be available in May 2020.
- Context review and assessment of the field of feminist funding and advocacy looking at relevant changes that affected our strategy and approach.
- A limited number of interviews/focus groups with staff and board members to clarify/deepen understanding of the above (NB Mama Cash could support this exercise if required).
- Targeted input from donors, peer funders, key informants and allied organizations in our partnerships and consortiums.
- ‘Deep dive’ data collection with a selection of grantee-partners, along with their stakeholders or circles of influence, in order to assess:
  - the outcomes of Mama Cash’s support on grantee-partners’ ability to undertake collective action,
  - any subsequent impact made by such collective action (e.g. on social norms, policy and laws, etc.), that can be linked to Mama Cash’s support (contribution analysis), and
  - what it is about Mama Cash’s approach that has helped or hindered the above, with particular attention to our responsiveness to the evolving needs of feminist movements and activists.
- The above to include some sort of triangulation process of the outcome and impact results reported by grantee-partners (e.g. with donors, allied organisations, women’s funds and leaders in the field of feminist activism), and ideally result in a series of case studies.
- Sense-checking of findings with those who have participated in data collection (particularly the ‘deep dives’/case studies), and with Mama Cash staff in the context of the strategic planning process.

We are particularly interested in having the endterm review inform Mama Cash’s planning process for our next strategic plan, occurring between January-July 2020. The timeline to complete the endterm review is longer (February-October 2020), but we request consultant(s) to plan their methodology in such a way as to enable their findings to inform decision-making for

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3 The Center for Effective Philanthropy Reports for Mama Cash can be found here: [https://www.mamacash.org/en/center-for-effective-philanthropy-surveys-mama-cash-grantees](https://www.mamacash.org/en/center-for-effective-philanthropy-surveys-mama-cash-grantees)
the new strategic plan. In particular, we require a short (1-2 page) narrative report on initial impressions by 24 March 2020, and a presentation/workshop on early findings with selected Mama Cash staff before 1 June 2020 (see deliverables below).

**DELRIVERABLES AND TIMELINE**

The proposed objectives, purpose and approach above are our ‘best thinking’ on what is required for Mama Cash to achieve the goals of our endterm review. Currently, we envisage this taking approximately 50-60 days of effort: five days for planning and inception; 15-20 days for data collection, analysis and sense-making; 25+ days to provide written deliverables; 5+ days to do presentations and debriefs with Mama Cash staff and other relevant audiences (partners, donors and allied organisations, for example). However we welcome the advice of specialist consultants in their proposals on what is feasible given the timeframe, budget and possible logistical constraints.

<table>
<thead>
<tr>
<th>Date</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>By 21 Feb 2020</td>
<td>An inception report, outlining the final agreed methodology, scope of work, timelines, any tools that will be used during the review, and an initial outline of the report. NB – to refine the scope of work, a short workshop with the Management Team can be organised in early-mid February if needed.</td>
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<td>By 24 Mar 2020</td>
<td>2-3 page narrative on initial impressions and findings</td>
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<td>By 1 Jun 2020</td>
<td>Presentation and workshop with Mama Cash staff about preliminary findings and potential recommendations for strategic planning</td>
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<td>Jul 2020</td>
<td>Robust outline of the final report</td>
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<td>Aug 2020</td>
<td>Draft of the final report and externally facing executive summary</td>
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<tr>
<td>Oct 2020</td>
<td>Final report (approx. 40-60 pages) and externally-facing executive summary</td>
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**REQUIRED SKILLS AND EXPERIENCE**

We particularly welcome applications from individuals and teams with 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, homo-antagonism, trans-antagonism, classism and disablism – and their intersections).

- Experience conducting large, multi-country reviews and evaluations of complex programs that address social justice and human rights.
- Experience working in the field of feminist activism and/or movement building and/or advocacy.
• Ability to understand, synthesise and analyse large scale qualitative and quantitative data sets.
• Excellent research and evaluation skills, with an ability to efficiently identify and address gaps in data needed to inform a final review and strategic planning.
• Experience in the field of philanthropy, with expertise on the organisational structures and processes needed to support effective grant-making and advocacy work.
• Highly organised, analytical, adaptive and responsive to feedback and changes in direction when needed.
• Exceptional writing skills in English.
• (desired) Multi-lingual, cross-cultural and diverse team with networks in the regions where Mama Cash works. Fluency in English is essential, and in at least one other Mama Cash language (Dutch, French, Spanish, Russian) a strong advantage.

**BUDGET**

We are asking consultants to propose methodologies that may involve varying degrees of travel, and do not wish to prejudice applications involving more travel because of higher overall expense. We therefore request prospective applicants to use the following templates for their financial proposal, to distinguish between different types of costs.

A distinct budget for consultancy costs (i.e. daily rates and any associated expenses) is capped at €60,000 (incl. VAT). Travel costs would be covered separately and negotiated with the successful consultants upon finalisation of the methodology.

**SUBMISSION INSTRUCTIONS**

Interested consultants are requested to send the following by email with ‘Application MC ETR’ in the subject line to Julia Bailey, Mama Cash’s Officer for Learning, Monitoring and Evaluation (email: j.bailey@mamacash.org) by COB CET (Amsterdam) Monday 13 Jan 2020. For any queries, please email Julia Bailey with ‘Question MC ETR’ in the subject line. Emails received before the Friday 18 Dec 2019 will receive a response before the New Year, and those received after the 18th will receive a response by Friday 8 Jan 2020.

1. Cover letter outlining how the consultant/s meet the required skills and experience outlined below, confirmation of availability in the time frame indicated, and contact details of two professional referees relevant for this consultancy (2 page max.).

2. A technical proposal outlining a proposed approach, framework and methodology with work plan and an outline of the roles and responsibilities of each member of the consultancy team (including local consultants as relevant), and comments on the RfP. We explicitly welcome proposals that incorporate creative methodologies to draw out and document learning as well as to record successes (6 page max.).

3. A financial proposal with detailed budget with breakdown of fees per team member, number of days per activity proposed per consulting team member, and other (direct)
costs. The financial proposal shall include the costs for any planned travel. Please use the templates overleaf.

4. Curricula Vitae (CV) for all proposed team members (2 page max./team member).

5. A sample of a similar piece of work previously conducted.

KEY DATES

12 Dec 2019: RFQ shared with prospective consultants
13 Jan 2020: Closing date for submissions
End Jan 2020: Further discussion of shortlisted proposals in interviews
3 Feb 2020: Applicants to be advised of outcome
10 Feb 2020: Work commences

ASSESSMENT CRITERIA

Applications will be assessed on the above criteria in addition to:

- Compliance with this RFP;
- Ability to demonstrate an excellent understanding of the tasks involved;
- Realistic in defining the scope of work and approach;
- Proven expertise in conducting similar work; and
- Acceptance of terms and conditions.
### Activity/effort breakdown

<table>
<thead>
<tr>
<th>Activities (examples only below)</th>
<th>Team member 1 [name] (level of effort in no. days)</th>
<th>Team member 2 [name] (level of effort in no. days)</th>
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<tbody>
<tr>
<td>Project initiation interviews with Mama Cash</td>
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<td>Document review</td>
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<td>TOTAL</td>
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### Consultancy costs

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<th>Rate (inc. VAT)</th>
<th>Total cost</th>
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<tr>
<td>Consultant fees</td>
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<td>Evaluation Team member 1</td>
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<td>Evaluation Team member 2</td>
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<td>Additional consultancy-related costs</td>
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<td>TOTAL CONSULTANCY COSTS</td>
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## Estimated travel costs

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<tr>
<td></td>
<td>Accommodation</td>
<td>Est.? nights * approx.€</td>
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<td></td>
<td>Other expenses</td>
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<th>Work trip 2</th>
<th>Flight</th>
<th>€*? pp</th>
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<td>Accommodation</td>
<td>Est.? nights * approx.€</td>
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**TOTAL ESTIMATED TRAVEL COSTS**  €