Consultancy Opportunity: Monitoring, Evaluation and Learning (MEL) Consultant, Consultancy firm or Agency

SheDecides/IPPF, December 2026 – February 2028
Application deadline: 20 November 2026

Background

SheDecides is a global political movement driving action for a world where every woman, girl and young person, in all their diversity, can decide what to do with their body, life and future. Since 2017, SheDecides has championed bodily autonomy and sexual and reproductive health and rights (SRHR), mobilising support across Africa, Asia, the Arab Region, Latin America and the Caribbean, Europe and North America.

The movement brings together Champions from across sectors, including governments, civil society, youth groups, research institutions, media, arts and philanthropy. It is supported by the SheDecides Support Unit (SDSU), an autonomous secretariat hosted by the International Planned Parenthood Federation (IPPF). The SDSU amplifies political action, connects leading SRHR organisations and creates opportunities for Champions and allies to speak out and act.

As SheDecides approaches its tenth anniversary in 2027, the movement seeks an experienced Monitoring, Evaluation and Learning (MEL) specialist to document its results, reflect on its contribution to change over the past decade, and independently evaluate the implementation of its Strategic Plan 2022–2027.

Overview of the Assignment

The consultancy comprises 3 workstreams:

1. Development of the 2026 and 2027 Annual Results Reports.
2. Development of a Ten-Year Impact Summary Brief covering 2017–2026.
3. An independent evaluation of the SheDecides Strategic Plan 2022–2027.

Together, these workstreams will strengthen accountability, communicate the movement's achievements and generate learning to inform SheDecides' future direction and work towards 2030.

Purpose and Scope of Work

Workstream 1: 2026 and 2027 Annual Results Reports

The consultant will produce two concise annual results reports of documenting and analysing SheDecides' achievements during 2026 and 2027, to support accountability for commitments and the implementation of SheDecides approved workplans.

Key tasks will include:

- Review existing results, deliverables, workplan and communication materials relating to 2026 and 2027 activities.
- Coordinate with the SDSU to identify key results and agree on framing, structure and writing style.
- Summarise results relating to SheDecides' core areas of work (Convening and strengthening the movement, Taking political action, Amplifying the diverse voices of Champions and allies for SRHR).
- Brief analysis of significant outcomes, achievements, challenges and lessons learned.
- Incorporate up to three rounds of revisions based on SDSU feedback.
- Submit the final report text for SDSU to undertake design, layout and final publication edits.

Workstream 2: Ten-Year Impact Summary Brief, 2017–2026

In March 2027, SheDecides will celebrate ten years as a movement for collective action, established through the leadership of the governments of the Netherlands, Belgium, Sweden and Denmark, in partnership with experts, governments, service providers, youth leaders, civil society, researchers, advocates and donors around the world.

The consultant will prepare a concise impact summary brief documenting key results, milestones and the movement's contribution to change over

the decade. The report will inform SheDecides' communications and anniversary activities, celebrating collective efforts while reflecting on the challenges of advancing SRHR amid political pushback and organised opposition.

Key tasks will include:

- Review previous annual reports, and relevant communication materials in coordination with SDSU.
- Identify key milestones, achievements, success factors, relevance and development of the movement since 2017.
- Conduct targeted interviews or other consultations with relevant SDSU staff, Champions, allies, partners and stakeholders, as appropriate.
- Highlight selected contributions of SheDecides to collective advocacy, movement-building, partnerships and national and global commitments to SRHR.
- Highlight selected successful examples of SheDecides' collective action, political engagement, strengthened alliances and progress in advancing SRHR.
- Reflect on the movement's role and added value in the wider SRHR ecosystem for international development cooperation and global policy in standing up for the right to decide in times of pushback.
- Coordinate with SDSU on the report's framing and identification of key results. Incorporate up to two rounds of revisions based on SDSU feedback.

Workstream 3: Independent Evaluation of the Strategic Plan 2022–2027

SheDecides intends to review and update its Strategic Plan and requires an independent evaluation of the implementation of its 2022–2027 strategy and ways of working. The evaluation will assess results against SheDecides' stated goals and targets, the quality of support provided to Champions and allies, and its strategic added value for identified key stakeholders, champions and donors. The evaluation will cover the period from January 2022 to December 2027.

The evaluation will inform organisational learning, identify success factors and opportunities for improvement, and provide recommendations to strengthen SheDecides' future work towards 2030. Evaluating advocacy and political movements requires more than documenting activities and outputs. Results may include shifts in political discourse, increased visibility of SRHR, strengthened alliances, policy commitments, influence in multilateral spaces and changes in the broader political environment. These outcomes are often long-term, collective and influenced by multiple actors and external factors.

The consultant will through an independent evaluation, be expected to analyse and conclude outcomes, pathways of change, contribution, influence and SheDecides' strategic added value within the wider SRHR, international development cooperation and global policy ecosystems. The analysis should consider both achievements and limitations, including the effects of political opposition and changing global contexts.

The evaluation should use appropriate methods to assess contribution and influence where attribution is difficult. It should triangulate evidence from different sources, acknowledge limitations, and consider alternative explanations for observed changes.

Key tasks will include:

- Develop an evaluation framework and methodology, including key questions, data sources, consultation methods and analytical approach.
- Review the Strategic Plan, results frameworks, monitoring data, annual reports and other relevant documentation.
- Conduct targeted interviews or other consultations with relevant SDSU staff, Champions, allies, partners and stakeholders, as appropriate.
- Assess progress against strategic objectives, MEL goals and targets.
- Examine the quality and relevance of support provided to Champions and allies, including joint action, communication support and showcased SRHR leadership.

- Assess SheDecides' contribution to advocacy outcomes and influence in relevant multilateral decision-making spaces and global policy processes.
- Analyse SheDecides' added value within the wider SRHR and international development cooperation ecosystem.
- Examine the relevance and adaptability of the strategy in a changing political context, including organised opposition to SRHR, shifts in international development cooperation, changes in the global health architecture and resource constraints.
- Assess SheDecides' governance arrangements, including the Guiding Group and the hosting arrangement with IPPF, and the capacity of the SDSU and scope of the strategy.
- Identify strengths, limitations, unintended outcomes and lessons learned.
- Develop evidence-based conclusions and actionable recommendations to inform future strategy, ways of working and organisational learning.
- Distinguish between documented results, plausible contributions and wider contextual changes that cannot be directly attributed to the movement.
- Present emerging findings and incorporate feedback into the final evaluation report.

Expected Deliverables

The consultant will deliver:

1. **An inception report and workplan, including:**
- Proposed methodology, evidence requirements, stakeholder consultation approach, timeline and allocation of working days across the three workstreams (By December 31, 2026)
-An evaluation matrix, draft evalutation questions and draft data collection tools, due within two weeks of contract signature.

2. **2026 and 2027 Annual Results Reports:** Approximately 20 pages each, finalized by 12 February 2027, and 8 January 2028.

3. **Ten-Year Impact Brief, 2017–2027:** Approximately 10-15 pages. Draft structure and key milestones identified by 28 February,

interviews and brief finalized by 30 April 2027.

4. **Independent evaluation report:** Assessment of the Strategic Plan 2022–2027, including methodology, findings, conclusions and practical recommendations, finalized by February 28th 2028.

All reports should be clear, concise, evidence-based and accessible to their intended audiences defined by SDSU. The workplan must include sufficient time for review and revisions within the agreed allocation of working days. The consultant will also provide brief notes from consultation calls and progress updates at agreed check-ins, as well as ensure coordinated formats and timing of final presentations of evaluation findings and recommendations with SDSU.

Duration and Timeline

The consultancy is expected to require approximately **45 working days**, delivered remotely between December 2026 and February 2028.

Applicants should propose a realistic allocation of time across the three workstreams, taking account of the different deadlines, available evidence, consultation requirements and revision rounds. The final workplan will be agreed with SDSU during inception.

SheDecides anticipates around 20-25 stakeholder interviews in total across workstreams 2 and 3. Consultations for these two workstreams should be planned together, so that a single round of interviews can inform both the Ten-Year Impact Brief and the evaluation.

SDSU will aim to provide the relevant documentation and monitoring information promptly to support the early reporting deadlines. The consultant and SDSU will agree on review periods and feedback arrangements during inception.

Consultant Profile

SheDecides seeks a senior expert on monitoring, evaluation, learning, strategic analysis and reporting, particularly in relation to advocacy, policy influence, international development and collective action.

Essential qualifications and experience

The consultant should demonstrate:

- At least 10 years of relevant MEL, evaluation, research or strategic assessment experience in SRHR, health, gender equality, international development cooperation, global policy or political movements.
- Proven experience conducting independent evaluations and producing high-quality results, impact or learning reports.
- Demonstrated expertise evaluating strategic political advocacy and policy influence, going beyond activities and outputs to assess outcomes and contribution.
- Ability to analyse pathways of change, collective contribution and strategic added value where multiple actors and external factors influence outcomes.
- Experience interpreting influence within international development cooperation, global policy processes and multilateral spaces.
- Strong analytical skills and experience working with qualitative, incomplete or contradictory evidence in complex or politically contested contexts.
- Experience designing feasible evaluation methodologies, including document review, stakeholder interviews, triangulation and contribution analysis.
- Excellent writing skills and the ability to synthesise complex evidence into clear, concise and compelling reports.
- Proven examples of producing accessible, concise and persuasive reports for varied audiences.
- Experience analysing the work of networks, partnerships, governments, UN agencies, civil society organizations and youth-led organizations.
- Strong communication, facilitation and stakeholder engagement skills, engaging constructively with different perspectives.
- In depth experience of exercising sound judgement and proven professionalism handling confidential and sensitive information responsibly.

- Ability to work independently, manage competing deadlines and deliver high-quality outputs within a limited number of working days.
- Excellent written and spoken English.
- Experience in sexual and reproductive health and rights, feminist movements, gender equality or related human rights issues.
- Familiarity with global political developments and multilateral policy processes relevant to SRHR.
- Experience evaluating networks, coalitions or political movements whose influence depends on collective action or targeted advocacy efforts that are both public facing and confidential.

Reporting and Management

The consultant will report to the SDSU Executive Director and designated members of the SDSU team. Regular check-ins will be held to review progress, discuss emerging findings and agree priorities.

SDSU will facilitate access to available organizational documentation and support the identification of relevant stakeholders for consultation. The consultant will remain responsible for the independence and quality of the analysis and findings.

The 2026 and 2027 Annual Results Reports and the Ten-Year Impact Brief are SDSU accountability and communication products developed with the consultant. The evaluation of the Strategic Plan is independent: SDSU will review drafts for factual accuracy, while conclusions and recommendations remain the responsibility of the evaluator.

All materials produced under the consultancy will be owned by IPPF on behalf of SheDecides. The consultant will be expected to maintain confidentiality and handle organizational and stakeholder information responsibly.

The contract will be issued by IPPF. Payments will be made in installments linked to the approval of deliverables, as set out in the contract.

Application Process

Interested consultants should email their application to **muriel@shedecides.com**, using the subject line **"MEL Consultancy – SheDecides"**.

Applications must include all of the following:

1. **Cover letter:** Outlining the applicant's suitability for the assignment.
2. **CV:** Highlighting relevant professional experience, qualifications and previous assignments.
3. **Technical proposal:** Maximum 4 pages, outlining the proposed methodology, approach to the three workstreams, indicative allocation of 45 working days and plan for meeting the deliverable deadlines.
4. **Evaluation and report-writing samples:** Two relevant examples of previous work, ideally including at least one independent evaluation and one results, impact or learning report. Samples should demonstrate analytical quality and evidence-based writing. Redacted extracts or summaries may be provided where confidentiality applies.
5. **Professional references:** Contact details for two referees who can speak to the applicant's evaluation, analytical and report-writing experience. At least one should ideally be a previous client or commissioning organization.
6. **Financial proposal:** Proposed daily consultancy rate in USD and estimated total fee based on 45 working days, identifying any anticipated additional costs, if applicable. Indicate if the fee is inclusive of VAT or other applicable fees.

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Applications will be assessed on relevant expertise, analytical and writing quality, proposed methodology, references, availability and value for money. **She Decides welcome an internationally diverse representation of applications from agencies and individual consultants, with English as a primary working language.**

Applications that do not include all requested documents may not be considered.