

## Contractor Application – Terms of Reference

### Post-2026 C2030E Theory of Change

Applications must address all requirements of the Terms of Reference and include all the information/documents requested at Section 6.

<b>Title</b>	<b>ToC Consultancy for Post-2026 C2030E</b>
<b>Client</b>	IPPF EN
<b>Duration</b>	May 20 – September 30, 2025
<b>Location</b>	Remote / with 1 possible in-person consultation
<b>Deliverables</b>	Updated ToC with stakeholder consultations
<b>Deadline for Proposals</b>	6 May 2025
<b>Contact</b>	ccosentino[at]ippf.org

1. Backg round	<p><a href="#">The International Planned Parenthood Federation (IPPF)</a> is a global service provider and advocate of sexual and reproductive health and rights for all. IPPF is made up of 118 Member Associations, 15 partners, and a secretariat that is spread over 10 offices worldwide. IPPF currently works in 142 countries.</p> <p><a href="#">IPPF European Network (IPPF EN)</a> is one of the International Planned Parenthood Federation's six regional offices. IPPF EN works in over 40 countries across Europe and Central Asia to empower everyone, especially the most socially excluded, to live with dignity and to have access to sexual and reproductive health and rights.</p> <p>Since 2005, IPPF EN hosts the Secretariat of the <a href="#">Countdown 2030 Europe (C2030E) Consortium</a>, which aims to make Europe a progressive and accountable global partner and financial supporter of sexual and reproductive health and rights (SRHR), seeking to increase European SRHR funding in international cooperation and to strengthen political support for sexual and reproductive freedom worldwide. Countdown 2030 Europe partners, 15 leading European non-governmental organizations, hold 13 European donor governments and the European Union to account for their SRHR policy and funding commitments to achieve Gender Equality and Health for all. In order to reach its vision and objectives the Consortium: 1) designs and implements advocacy &amp; accountability campaigns at national, European and international level asking for increased SRHR/FP funding, better policies from European donors, and holding them accountable for their commitments; 2) feeds its advocacy and accountability through researches, generating evidence on funding and international cooperation trends within SRHR, gender equality and the health sector; 3) implements public strategic communication campaigns to change the hearts and minds of decision makers and ensure SRHR are seen as crucial to international cooperation; 4) organises continuous learning programs for its members and supporter organisations in order for their work and capacity to adapt to new challenges and to the currently ever changing world. Work at national level is conducted independently by individual partners, through a contextualised strategic approach, while joint thematic activities, as well as activities at European and global level, are coordinated and led by the IPPF EN Secretariat or by different leading partners, depending on the issue/geography. Since its inception, the Consortium is financially supported by a private foundation through 4-year grant cycles. Funds are received and managed by IPPF EN and subgrants are disbursed on an annual basis to the Consortium partners.</p> <p><b>Project Overview:</b> Currently the consortium is towards the end of a third year of implementation of a 4-year grant agreement (July 2022 – June 2026). In this cycle, the Consortium aims to make Europe a progressive and accountable global partner and financial supporter of sexual and reproductive health and rights, including family planning (SRHR/FP), to meet SDG targets, advance gender equality and strengthen health systems.</p>
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	<p>It has set 5 priorities to guide its actions: a) Strengthen European leadership in policy and norms setting processes around SRHR/FP; b) Improve the quantity and quality of SRHR/FP funding; c) Hold European governments and the EU accountable for their SRHR/FP policy and funding commitments; d) Produce &amp; disseminate new evidence &amp; arguments and enhance their use for decision-making around SRHR/FP policies and funding; e) Ensure maximum relevance of Consortium in a changing global context and scales up its visibility and outreach.</p>
2. Scope of Work	<p>IPPF EN is looking to contract consultancy services for supporting in the drafting of the new Theory of Change (ToC) of the post-2026 Countdown 2030 Europe grant cycle. The ToC will be revised to reflect the evolving political context and the subsequent potential new strategic priorities and approaches. The new design will be informed by the former ToC as well as the findings of a recent Mid-Term Evaluation of the current project and additional evidence collected by the consortium.</p> <p><b>Purpose &amp; Scope of the consultancy</b> Based on the Results of the Mid-Term Evaluation of the current grant cycle 2022-2026 (report finalised in February 2025), some key recommendations were made around the revision of the Theory of Change, so it is more fit-for-purpose for the future:</p> <p><i>Overall recommendations</i></p> <ul style="list-style-type: none"> <li>• <b>Simplification:</b> The Theory of Change would benefit from being greatly simplified and reflecting more closely the pathways for change that the Consortium is working towards.</li> <li>• <b>Structure:</b> The causal links from activity to outcome would be more clearly expressed if the Theory of Change was structured around the following levels (other levels of outcome and output can also be considered, but it is imperative that the causal connections are clear): <ul style="list-style-type: none"> <li>○ Ultimate goal(s): the direct and immediate impact of the programme, rather than the more long-term impact that happens because of it.</li> <li>○ Intermediate outcomes: explaining in detail the changes that take place, leading to the ultimate goals during the programme.</li> <li>○ Activities: The main areas where activities take place to achieve the intermediate outcomes.</li> <li>○ Foundations: The approaches upon which activities are based.</li> <li>○ Assumptions: The enablers and risks underlying the Theory of Change.</li> </ul> </li> <li>• <b>Levels of change:</b> The Theory of Change should be clear about the levels that the Consortium works at and the specific objectives of each.</li> <li>• <b>Specificity:</b> The Theory of Change should be clear about the spaces where the Consortium is operating and the change being sought.</li> </ul> <p><i>Next steps</i> The current Theory of Change should be reworked to reflect the work of C2030E, its focus areas and the causal connections that are delivering impact in the current geopolitical environment. The following steps are specifically recommended:</p> <ul style="list-style-type: none"> <li>• <b>Restructure the Theory of Change</b>, reflecting the specific desired outcomes and impacts of the project, the different areas of work and the foundational aspects that drive its impact. An interactive process with the Consortium members and IPPF-EN hosts is required to ensure buy-in and clarity.</li> <li>• <b>Update the assumptions</b>, ensuring that they reflect the pathways for change of the project and the current political context.</li> </ul> <p><b>Main Question</b> How C2030E's Theory of Change (ToC) needs to be revised/re-drafted in order to become more fit for purpose and better guide program implementation in the future grant post-2026, taking into account the changed European and global environment, and better aligning with revised overall objectives?</p> <p><b>Approach</b></p>

	<p>Due to the complex nature of the program, the dynamic and fast-changing national, European and international contexts in which the program is implemented, IPPF EN recommends the drafting of the new Theory of Change be highly participatory and done in close consultation with the IPPF EN staff, the Grant Renewal Task Force put in place within the C2030E Consortium, and on an <i>ad hoc</i> basis with the whole Consortium. Consultants are recommended to adopt the following approaches:</p> <ul style="list-style-type: none"> <li>• Participatory Process is to be considered in order to ensure the involvement of Consortium partners and other key stakeholders in the Theory of Change design. Ensure diverse perspectives are considered.</li> <li>• Facilitate 3 consultation sessions (2 online with the Grant Renewal Task Force and 1 in-person with the whole Consortium) to: 1) identify assumptions, gaps and areas to maintain and those for improvement within the project's Theory of Change; 2) facilitate the reflection on findings and 3) ensure that agreement is reached on most important adjustments to be employed within the project's approach for the future.</li> </ul> <p><b>Deliverables</b></p> <p>a) New Theory of Change based on evidence, and clearly outlining causal pathways and assumptions. Specific deliverables breakdown as follows:</p> <ul style="list-style-type: none"> <li>- Draft Theory of Change</li> <li>- Short write-up of 3 consultation sessions</li> <li>- Final Theory of Change with explanatory narrative and assumptions</li> <li>- Accompanying PowerPoint for sharing with stakeholders</li> </ul> <p>b) Recommendations/pointers on how to design the M&amp;E plan and system so that during new implementation cycle C2030E can more easily and reliably: a) monitor the progress towards outcomes, the validation of causal links, the assumptions and impact of external context/factors on the overall project; b) adjust the ToC and project intervention design based on M&amp;E findings.</p>
3. Roles and responsibilities	<p><b>The contract can be awarded either to a natural (individual evaluator) or legal (company) person with the requested qualification.</b></p> <p><u>Overview of the engagement</u> The service provider/contractor will be responsible for the development of the updated Theory of Change.</p> <p><u>Contractor's specific roles and responsibilities</u></p> <ul style="list-style-type: none"> <li>• Design the process for the development of the updated Theory of Change.</li> <li>• Facilitate consultation sessions with Consortium representatives in close cooperation with the IPPF EN Secretariat and the Grant Renewal Task Force.</li> <li>• Generate the Theory of Change.</li> </ul> <p><u>IPPF EN's specific roles and responsibilities</u></p> <ul style="list-style-type: none"> <li>• Provide the overall coordination of the contract implementation and operational guidance for the contractor – allocating a dedicated staff to manage the contract.</li> <li>• Provide access to all relevant IPPF EN / C2030E platforms, people and information that will be needed for an efficient execution of the contract.</li> <li>• Provide timely feedback, guidance and needed decisions (approvals) to the service provider/contractor throughout contract execution.</li> <li>• Organize/manage internal logistics that might be needed for proper execution of the theory of change development, engagement of contributors in timely manner.</li> <li>• Execute payment as laid out in the signed contract, based on acceptance of deliverables under each payment installment.</li> </ul>
4. Timeline	<p><u>Commencement date:</u> 20<sup>th</sup> May 2025</p> <p><u>Anticipated completion date:</u> 30<sup>th</sup> September 2025</p>

and budget available	<p><u>Key milestone / deliverable dates</u></p> <ul style="list-style-type: none"> <li>• Induction meeting – 20<sup>th</sup> May</li> <li>• First consultation with Grant Renewal Task Force – 28<sup>th</sup> May</li> <li>• Consultation session with Consortium members and stakeholders – 17<sup>th</sup> / 19<sup>th</sup> June</li> <li>• First version of Theory of Change – 4<sup>th</sup> July</li> <li>• Final consultation with Grant Renewal Task Force – 10<sup>th</sup> or 16<sup>th</sup> July</li> <li>• Final version of Theory of Change – 30<sup>th</sup> September</li> </ul> <p>The <b>maximum budget available</b> for this assignment is <b>12,000 USD</b> (VAT included). Potential travel to Brussels mid-June for the in-person consultation will be covered by the Countdown 2030 Europe secretariat and it has to be considered outside of this budget.</p>										
5. Contractor requirements	<p><b>ESSENTIAL:</b></p> <ul style="list-style-type: none"> <li>• Advanced expertise and demonstrated experience with developing Theory of Change (a portfolio of at least 3 other similar assignments performed in the last 4 years).</li> <li>• Prior experience working with non-government organization projects.</li> <li>• Fluency in English.</li> </ul> <p><b>ASSET:</b></p> <ul style="list-style-type: none"> <li>• Prior work experience in and understanding of SRHR (Sexual and Reproductive Health and Rights), Gender Equality and Health for All.</li> <li>• Understanding of ways of working within consortia and networks of organisations.</li> </ul> <p><b>OTHER REQUIREMENTS/SAFEGUARDING:</b></p> <ul style="list-style-type: none"> <li>• The consultant will be expected to sign and adhere to IPPF's code of conduct and safeguarding on signing the contract. As per our policy on the protection of children and vulnerable adults, they may also be required to undergo a criminal record check.</li> </ul>										
6. Submission of Proposal	<p>Interested Consultant(s) should <b>submit their technical and financial proposals</b> at <a href="mailto:ccosentino[at]ippf.org">ccosentino[at]ippf.org</a>, <b>no later than 6<sup>th</sup> May 2025 EOB</b>:</p> <p><u>TECHNICAL PROPOSAL</u></p> <table border="1"> <thead> <tr> <th>Particulars</th><th>Details</th></tr> </thead> <tbody> <tr> <td>Agency details</td><td>Provide details of their: <ul style="list-style-type: none"> <li>• Official Name of the applicant</li> <li>• Registered office address</li> <li>• Contact information (e-mail, phone, web site)</li> <li>• Official representative Name</li> </ul> </td></tr> <tr> <td>Agency experience/ portfolio</td><td>Provide a list of previous similar assignments in the past 4 years (see the contractual requirements/ section 5 of this document)</td></tr> <tr> <td>Approach &amp; Methodology</td><td>Provide an overall approach &amp; methodology to cover the details provided in the scope of work above, which include: <ul style="list-style-type: none"> <li>• Understanding of the requirements of IPPF EN;</li> <li>• Overall approach and its responsiveness to the purpose;</li> <li>• Methodology to be adopted to undertake the scope of work;</li> <li>• Key risks and mitigation strategies to be put in place.</li> </ul> </td></tr> <tr> <td>Team members</td><td>Provide CVs of personnel to work on the IPPF EN project (outlining relevant qualifications and experience).</td></tr> </tbody> </table>	Particulars	Details	Agency details	Provide details of their: <ul style="list-style-type: none"> <li>• Official Name of the applicant</li> <li>• Registered office address</li> <li>• Contact information (e-mail, phone, web site)</li> <li>• Official representative Name</li> </ul>	Agency experience/ portfolio	Provide a list of previous similar assignments in the past 4 years (see the contractual requirements/ section 5 of this document)	Approach & Methodology	Provide an overall approach & methodology to cover the details provided in the scope of work above, which include: <ul style="list-style-type: none"> <li>• Understanding of the requirements of IPPF EN;</li> <li>• Overall approach and its responsiveness to the purpose;</li> <li>• Methodology to be adopted to undertake the scope of work;</li> <li>• Key risks and mitigation strategies to be put in place.</li> </ul>	Team members	Provide CVs of personnel to work on the IPPF EN project (outlining relevant qualifications and experience).
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# **FINANCIAL PROPOSAL:**

The financial quote should be provided in the table below:

	Amount (EURO) Excluding VAT	VAT as per the current rate applicable	Total Fee (EURO)
Type of costs	(A)	(B)	(C)=(A)+(B)
		VAT (... %)	
		VAT (... Amount)	

I am:

- a VAT Payer, and my VAT number is: .....
- not a VAT Payer and:
  - the reason for VAT exemptions is (*according to country legislation in which you are registered for fiscal purposes*) : .....
  - My fiscal identification number (e.g. company number) is: .....

Propo  
al  
Evalua  
tion

Proposals will be evaluated according to an objective scoring system, considering the requirements outlined in this document, particularly the ability to manage a process conforming to the timelines set out.

## **Evaluation criteria and weighting**

1. Technical criteria (70%) assessed based on:
  - a. Methodology (30%) – clarity, realism, participatory methods
  - b. Relevant experience (20%) – with similar previous ToC work, ideally on SRHR
  - c. Team capacity (20%) – availability, language, facilitation skills
2. Financial criteria (30%) assessed based on:
  - e. Appropriateness of budget for proposed activities.

## **Timeline for selection and contracting:**

- Request for proposals published: 22<sup>nd</sup> April
- Proposal submission deadline 6<sup>th</sup> May
- Contractor selection interviews: 14<sup>th</sup> – 16<sup>th</sup> May
- Contract signed: 20<sup>th</sup> May
- Contract start date: 22<sup>nd</sup> May

## **Background materials (to be provided only to the selected candidates):**

- Mid-Term Evaluation summary
- Current ToC visual