

TERMS OF REFERENCE

1. Assignment Title:	Consultancy, Stakeholder perceptions of IWDA's work
2. Time Commitment:	The assignment must commence no later than 25 th May 2026 and complete by 14 th August 2026.
3. Budget:	Up to AUD18,000 (includes all potential materials and/or software if required)
4. Location:	Home-based
5. Reporting To:	Senior Program Manager-Quality (SPMQ)
6. INTRODUCTION	
<p>International Women's Development Agency (IWDA) is an Australian-based organisation, resourcing diverse women's rights organisations (WROs) primarily in the Asia and the Pacific, and contributing to global feminist movements to advance our vision of gender equality for all.</p> <p>VISION Gender equality for all</p> <p>PURPOSE To defend and advance the rights of diverse women and girls</p> <p>VALUES Feminist, Decolonial, Accountable, Collaborative, Transformative.</p> <p>Within the ecosystem of women's rights organisations, IWDA is both for and of feminist movements. We resource the work of diverse WROs, and enable them to be more effective by providing support that goes beyond money. We are committed to building a resilient and relevant feminist and decolonial organisation, and to becoming an explicitly anti-racist organisation.</p> <p>Anchored by lessons from our 40-year history and guided by fiercely held feminist and decolonial values, our new Strategic Plan 2025 - 2035 lays out IWDA's path towards realising our vision of gender equality for all.</p> <p>OUR GOALS 2025-2035</p> <ul style="list-style-type: none"> • Shift resources to Women's Rights and aligned organisations • Engage in movement strengthening • Advance feminist & decolonial knowledge for change • Live our values by modelling a different way of being as a feminist organisation. <p>Our 4S Framework supports our commitment to decoloniality so that we know when to:</p> <p>STEP UP and use our power to leverage resources and access for women's rights organisations, and make our own contribution to feminist movements</p> <p>STAND WITH feminist movements in solidarity and amplify the work of Majority World actors</p>	

STEP BACK when others are better placed to take the lead.

SIT WITH uncertainty, embrace communal learning and deep listening, and accept that time is needed to collectively discern the best course of action.

IWDA's 10-year Strategy commits to expanding our work in Australia, deepening engagement with domestic feminist movements, and responding to urgent calls for feminist climate justice. The strategy sets out four main outcome areas we seek in the next 10 years:

- 1) Diverse WROs and aligned orgs across A/Pac have access to core, untied, flexible funding allowing them to deliver on their own priorities...
- 2) The realities, priorities, and knowledges of Majority World movements enrich thriving global feminist movements and decolonial impact
- 3) The creation and amplification of diverse feminist knowledge influences power holders.
- 4) IWDA is a living example of feminist transformation, continuing our journey of practicing decolonial, anti-racist values and modelling a different way of being in the development sector .

For IWDA, responding to these calls is part of decolonising our practice. Through our 10-year strategy, we commit to leveraging our platforms, networks and analysis to champion feminist climate justice in Australia, centring First Nations leadership and deepening solidarity with aligned movements to disrupt the systems that undermine our collective rights.

7. ASSIGNMENT OVERVIEW AND PURPOSE

IWDA is committed to decolonising our practice. As part of this, we recognise that we are accountable in multiple directions, including to ourselves, our Board, our funders, the network of women's rights and feminist organisations that we work with, and our valued colleagues in regional and global women's rights movements. We therefore seek input and feedback on our work from these multiple stakeholders.

IWDA uses Strategic Monitoring, Evaluation and Learning (Strategic MEL) to understand and improve our work, and optimise the design and delivery of our Strategic Plans. Structured consultations with the women's rights and feminist organisations we partner with, and other external stakeholders, are a crucial part of our Strategic MEL and are incorporated into our annual process for reflection, learning and adaptation. We seek to enable these stakeholders to provide feedback in ways that are conscious of IWDA's locational power.

The stakeholder perceptions review forms a part of our strategic MEL and is focused primarily on assessing the perceptions of our stakeholders on IWDA's contribution to change. Understanding our contribution from the perspective of external stakeholders is an important opportunity to sense-check our perceived results and question the role we've played, if any.

The purpose of this consultancy is to enable organisations that engage with IWDA, including the women's rights and feminist organisations we partner with, to provide anonymous feedback on our work during July 2024 – June 2026 (FY2024/25 and FY2025/26)

We are particularly interested in stakeholders' perceptions of the effectiveness and relevance of IWDA's work, as well as the extent to which we live our values. We are also interested in stakeholders' insights into how IWDA has supported partner organisations. With our Behavioural Capability Framework (see Annex) as a way of framing our feminist and decolonial ways of working, we want to understand where we Step Up, Stand With, Step Back and Sit With, and what we have done well during FY2024/25 and FY2025/26, and how we can do better with the following questions:

- What achievements are attributable to our work? What is the work of others? How can we be more effective in the roles we play? Are these the right roles?
- Has IWDA partnered well with stakeholders or have we displaced others? Are we using our power appropriately? Are we a strategic ally? Do we magnify the voices of others?
- How do we continue to decolonise our practice? Are there barriers to how IWDA is approaching our decolonial practices?

Those questions will also provide results for IWDA's outcome indicators:

- % of grantee partners (demographically disaggregated) who believe that IWDA funding terms supported autonomy, responsiveness to context, and alignment with their organisational priorities;
 - Number and % of partner capacity-strengthening plans developed collaboratively and grounded in partner self-assessment;
 - % of grantee partners who feel IWDA is effectively supporting the amplification of Majority World agendas, voices, or leadership in regional and global feminist movements;
 - % of partners/ stakeholders reporting that organisational capabilities operationalize feminist, anti-racist, and decolonial principles.
- What are challenges when stakeholders partnering with IWDA and how can we improve?

Outputs from the consultancy will set the baseline for and contribute to IWDA's understanding of what value our feminist approach adds to our partners, how well we are delivering against our Strategic Plan (*are we doing things right?*), whether our Strategic Plan is appropriate (*are we doing the right things?*), and what our next actions/operational plans could look like to implement our Strategic Plan (*how do we decide what is right?*).

It will give us an opportunity to triangulate IWDA's sense of our key outcomes and give us a legitimate evidence-base to interrogate our decisions about when to Step Up, Stand With, Step Back and Sit With, as well as how we decolonise our practice.

8. ASSIGNMENT SCOPE

Within this review, the consultant(s) are expected to engage with three stakeholder groups:

- Convening/Movement Strengthening Partner organisations (women's rights, feminist organisations and Feminist Climate Collective in Australia, the Pacific and Asia that receive funding support from IWDA);
- Resourcing stakeholders (bilateral, multilateral and philanthropic organisations that fund IWDA and, through us, the work of our partner organisations); and
- Advocacy and Evidence/Knowledge Creation (Collaboration) stakeholders (organisations that IWDA works jointly with and where funding, if any, is limited to one-off or collaboration-related support, for example advocacy collaborations).

IWDA has a commitment that consultations with partner organisations will be undertaken by a consultant from, and based in, a Majority World¹ country in Asia or the Pacific or a First Nations

¹ IWDA chooses to use the term 'Majority World' in place of 'global south', 'developing world' or 'third world', and 'Minority World' in place of 'global north', 'developed world' or 'first world'. This is a political choice, as using this language demonstrates that 'global south' populations and cultures are in the global majority, thereby challenging the problematic hierarchies implied by other commonly-utilised terminology.

individual or group. There are no restrictions on who may conduct consultations with resourcing or collaboration stakeholders.

Proposals from a team must clearly outline the roles and responsibilities of the consultant(s), including who has responsibility for submitting draft and final reports.

9. KEY ACTIVITIES AND DELIVERABLES

The consultant(s) are expected to:

- Work closely with IWDA's Senior Program Manager-Quality to develop the methodology, including data collection tools, to ensure that the outputs of the consultancy will respond to the evaluation questions for IWDA's Strategic MEL;
- Submit a proposed methodology for ethics review, either to IWDA's internal review board or another relevant ethics review board. The methodology should include draft data collection tools and an analysis plan;
- Organise and conduct interviews with representatives from 6-8 partner organisations, and a total of 8-10 resourcing and collaboration stakeholders. Cultivate trust and mutual understanding throughout the stakeholder engagement and interview process, to enable stakeholders to feel confident in sharing feedback;
- Ensure findings can be meaningfully integrated with other data and analyses considered for IWDA's Strategic MEL, by applying one or more of the analytical frameworks used by IWDA (e.g. Gender At Work);
- Prepare a concise draft report that clearly responds to the research questions in the approved methodology and provides supporting data (e.g. de-identified quotes). The draft report should be shared with interviewees for their approval before it is submitted to IWDA;
- The report should include a summary of how IWDA is doing well and the areas for improvement;
- Participate in a one-hour oral briefing and discussion with IWDA's Senior Program Quality Manager, Core MEL Group, IDEA Steering Group and/or Systemic Change and Partnership team to discuss findings and key themes;
- Submit a final report.

No travel is anticipated as part of this consultancy. All interviews can be conducted remotely.

Support from IWDA:

IWDA will provide clear guidance on what information is needed for IWDA's Strategic MEL. We will be available to discuss the draft methodology and support the consultant(s) through the ethics review process. We will share and discuss the analytical frameworks used in our Strategic MEL process, to ensure they are clear to the consultant(s) and feasible to use during analysis for this consultancy. We will also share copies of the Partner and Stakeholder Perceptions Reports completed for FY2020/21 and FY2022/23.

IWDA will provide the consultant(s) with a list of potential interviewees, including contact details, and advise these potential interviewees that they may be contacted by the consultant(s). Consultant(s) are required to select participants and arrange interviews, to ensure participants' anonymity. IWDA will work with the consultant(s) to prepare a purposive sampling frame to support the consultants' selection of a diverse and representative group of interviewees.

On request, we will arrange the translation of interview questions, consent forms, and participant information sheets, for the consultant(s) to share with participants in advance of the interview. This should be discussed with IWDA well in advance to ensure we can arrange quality translation.

We will provide timely (5 business days) feedback on deliverables submitted for approval.

IWDA will arrange for the final report to be published, including design and printing.

Key deliverables:

Deliverable	Timeframe or Dates	Audience	Milestone payment
Methodology submitted for ethics review	One week after contract signed	IWDA	40%
Interviews with relevant stakeholders	Between Week 3 and Week 7 upon signing contract	IWDA's stakeholders	40% (upon completion of data collection)
Data analysis	Week 8	IWDA	N/a
Draft report	Week 9	IWDA	N/a
Oral briefing with IWDA's Partnerships team and relevant staff	Week 10	N/A	N/a
Report reviewed and finalised	Week 12	IWDA	20%
IWDA's follow-up:			
Management response	4 weeks upon final report from consultant(s)	IWDA and stakeholders	N/a
Report finalised and published	4 weeks upon final report from consultant(s)	IWDA and stakeholders	N/a

10. REQUIREMENT

The consultant, or team of consultants, should be able to demonstrate the skills and experience listed below:

Essential

- Substantial experience in cross-cultural communication;
- Experience conducting interviews, including remote interviews;
- Experience in gender analysis and/or stakeholder analysis; and
- Deep understanding of feminist and decolonial research principles and partnerships.

Desirable:

- Tertiary qualifications in a relevant discipline, such as social science or international development.

11. EXPRESSION OF INTEREST

Candidates are invited to submit a study proposal providing the following:

- Study methodology;

- An outline of the proposed process and timeline to complete all outputs (maximum 1 page), including explanation of how the proposed process aligns with decolonial and feminist principles; and
- Daily rate and an outline of anticipated additional costs, to a maximum total of AUD18,000 (excluding GST for Australia-based consultants).

Expressions of interest that do not cover these requirements will not be considered.

Study proposal is required by 4 May 2026 and should be sent to tluu@iwda.org.au with the subject 'Study Proposal – Stakeholder perceptions of IWDA's work'.

12. CHILD PROTECTION AND SAFEGUARDING

This consultancy is not anticipated to result in contact with children.

Specific issues may emerge during stakeholder engagement that relate to child protection, the prevention of sexual exploitation, abuse and harassment, and other Reportable Conduct. The consultant(s) will be required to review, sign and adhere to relevant IWDA policies and procedures including the IWDA Child Protection Policy and Code of Conduct, IWDA Whistleblower Policy and Procedure, and IWDA Conflict of Interest Policy and Procedure.

BEHAVIOURAL CAPABILITY FRAMEWORK

Creates a shared understanding of what IWDA's values mean



Spells out what IWDA values look like in action, to be used in all of IWDA's work

- With colleagues
- With managers
- With direct reports
- With partners
- With candidates
- With suppliers
- With other stakeholders

Helps us shape IWDA's culture by striving to demonstrate most behaviours most of the time.



The BCF is designed to be used for:

- Self-reflection
- Informal and formal performance discussions
- Team discussions around behavioural expectations in the workplace.
- Giving feedback and recognition to each other
- Recruitment & selection

OUR VALUES

As a feminist organisation deeply committed to decolonial values, how we work is as important as what we do. Our values are at the core of our unique identity and guide us in everything we do:



FEMINIST

We are inclusive and power aware, taking an intersectional and rights-based approach that not only addresses symptoms but also transforms the structures that underpin gender inequality. We centre collective care and wellbeing in all that we do as part of our work to dismantle systems of oppression in our practice and ourselves.



DECOLONIAL

We are on a journey to decolonise our feminism and development practice, and continually take steps to acknowledge, dismantle, reimagine and transform the colonial structures that are present in all aspects of our work, our internal practice and within ourselves.



ACCOUNTABLE

We are honest and transparent and are committed to evaluating and communicating the outcomes of our work with integrity. We are accountable to our partners, our supporters and, most of all, the diverse women we work with.



COLLABORATIVE

We build trusting relationships and strong partnerships as we believe that advancing together with women's rights organisations and networks is crucial for achieving progressive change.



TRANSFORMATIVE

We are determined to make real, lasting improvements in women's lives by working to transform the root causes of gender inequality and holding governments and decision makers accountable.

We have identified 2 capabilities under each value, the detail is outlined in the following pages.

1. DEMONSTRATE INCLUSION & POWER AWARENESS
2. PRACTISE COLLECTIVE CARE
3. DEMONSTRATE HUMILITY
4. DISMANTLE SYSTEMS OF OPPRESSION
5. DEMONSTRATE COURAGE
6. ACHIEVE OUTCOMES & PROGRESS, NOT PERFECTION
7. DEMONSTRATE EMPATHY
8. BUILD TRUSTING RELATIONSHIPS
9. DEMONSTRATE CURIOSITY
10. LEARN, UNLEARN & ADAPT

OUR GUIDING BEHAVIOURS

We shape IWDA's culture by striving to demonstrate **most behaviours most of the time.**



SELF AWARENESS

- Be aware of own values, strengths and development areas
- Be aware of own individual power, privilege and identities
- Be aware of and address own identity-based biases, including how cultural superiority may be influencing one's ways of being, doing, and knowing, and working actively to unlearn those superiority norms
- Be aware of own self care practices that enhance energy and resilience
- Be aware of own emotions, in order to manage and regulate them (understand own emotions and be intentional in own behaviour)
- Be aware of own preferred ways of working, boundaries and limits.
- Be committed to our ongoing reflective practice, including willingness to see the things about ourselves that we don't want to see.

DEMONSTRATE INCLUSION & POWER AWARENESS

- Be inclusive and respectful of people with different personal & professional identities (culture, age, ethnicity, religion, practices, beliefs & values, abilities, gender, sexual orientation, org level, role, remote, tenure - i.e. their distinct systemic barriers, social norms, decision-making approaches, and preferences) and work to build positive relationships.
- Recognise and value the different contributions people make, by actively inviting suggestions and ideas and properly considering them, especially if they come from a difference frame of reference to yours (team, sector, org level, etc.)
- Contribute to an environment where people feel safe to express their opinions and bring their whole selves to work without being judged
- Recognise and address power imbalances to ensure IWDA has a fair and inclusive work environment.
- Seek to understand the people I am working with (including colleagues, partners, allies) preferred ways of working, communicating, their preferences, strengths and what is important to them

PRACTISE COLLECTIVE CARE

- Acknowledge that systems of oppressive power shape our attitudes and engagement with self and collective care.
- Actively take care of ourselves, while intentionally supporting the wellbeing of our team and colleagues, by valuing and participating in self and collective care practices
- Recognise the shared responsibility we all have to ensure wellbeing in our team and organisation
- Consider and manage intended and unintended consequences of our actions and behaviours on other people
- Look for ways to repair relationships and unresolved issues in compassionate and constructive ways
- Plan our work to ensure reasonable expectations and timelines
- Intentionally planning joy by incorporating joy-building practices into our work and promoting collective wellbeing, team work, safety and security for everyone.



DEMONSTRATE HUMILITY

- Humility to accept what we don't know, when we are wrong and to learn from others
- Appreciate and include different knowledges and practices. Recognise that no one is the 'expert' because in a pluriverse there can be no one single 'expert' or 'authority',
- Be open, transparent and vulnerable in sharing with, and seeking support from others, including a willingness to make, and learn from, unique mistakes, with an intention to not repeat the same mistakes again.
- Educate myself on the histories, cultures, and contexts in which I live, work and engage. Consider racism, disability, Sexual Orientation, Gender Identity, Gender Expression, and Sex Characteristics (SOGIE SC) among others
- Take ownership of my actions, acknowledging when I cause harm and the need to mend and repair.
- Committed to working to meet the needs of individuals I have harmed or affected by conflict at work.
- Working with intention towards our strategic commitments, while sitting with ambiguity and being comfortable with not having all the answers

DISMANTLE SYSTEMS OF OPPRESSION

- Reflect on and interrogate my privilege and power, and consider how I can use them to drive change that disrupts systems of oppression.
- Interrogate history and seek out more versions than the status quo
- Work to prevent oppressive assumptions, beliefs and behaviours in myself and others, without judgement or condemnation.
- Dismantle hierarchical structures and power imbalances in the workplace, by promoting equitable opportunities and challenging biased practices. (policies and views) that discriminate and continue to uphold oppressive systems.
- Be aware of power dynamics and their varied meanings in different contexts and situations (five types of power: power over, power with, power within, power to and power under)
- Exercise power sensitively and responsibly by promoting collaboration, sharing information and involving others in decision making in a timely manner.
- Commit to justice for Aboriginal and Torres Strait Islander people and all First Nations people where we live and work by engaging and learning about colonial histories and decolonial activism
- Recognise, resist and work to dismantle existent and new forms of colonisation (indirect forms of control that exploit resources, maintain dependence and perpetuate inequalities i.e. extraction of data without informed consent, rigid hierarchies and a concentration of power at the top, using aspects of other cultures without proper acknowledgment or respect.)
- Contribute to a workplace culture where we can safely and respectfully share and learn about the political aspect of decoloniality, even as it relates to our own lives or current events.
- Being aware of the interconnectedness of the impacts of colonisation and coloniality





ACCOUNTABLE

DEMONSTRATE COURAGE

- Lean into difficult conversations with kindness and compassion
- Be courageous to have a go at demonstrating new intentional behaviours, even if it is not perfect.
- Take accountability when a mistake or error has been made and do not shift blame or deny issues
- Do what is right, despite easier options, or difficulty, including questioning, challenging and speaking up against inappropriate behaviour, subtly/embedded conversations/narratives that upholds systems of oppression
- Make the tough calls with integrity, honesty and transparency
- Listen & share ideas even if they differ from the majority perspective
- Be real and vulnerable, including asking for help when needed
- Being courageous to take risks and challenge the status quo to progress our feminist, decolonial and anti-racist commitments



ACHIEVE OUTCOMES & PROGRESS, NOT PERFECTION

- Take ownership of both process and outcomes - how you want to work, and the expected outcomes. Value "how" we do things not just "what" we do
- Take responsibility and ownership of actions - doing what you say you are going to do
- Display initiative and work to overcome obstacles to completing tasks or assignments
- Gather information to better understand issues, problems, and opportunities in order to make timely and well considered decisions
- Understand/ seek to understand how my work contributes to the bigger picture
- Act with integrity by adhering to moral, ethical and professional standards, regulations, budgets, policies even when under pressure
- Give yourself a chance to express regrets on making mistakes and resist self-judgement. Appreciate the opportunity to learn through these mistakes.
- Actively question what constitutes the "right way" and what constitutes a "mistake"
- Use more than just financial measures to review cost/benefit analysis or success metrics (i.e. cost in morale, the cost in credibility, the cost in relationships)
- Learn to recognize times when you need adapt in order to address people's underlying concerns with the knowledge that doing so may result in a better outcome in the long term
- Accept there are many ways to get to the same goal; once a group has made a decision about what to do, honour that decision, even and especially if it is not the way you would have chosen

COLLABORATIVE

DEMONSTRATE EMPATHY

- Take our shared humanity as the starting point for building connections in which we belong with each other, as communities, on a shared journey with colleagues, stakeholders and partners
- Understand, acknowledge and reflect back what someone else is experiencing or feeling, even if you don't agree with them.
- Seek to address the needs or challenges of another person
- Show compassion towards self and others
- Identify the multiple and diverse identity factors that impact people's experiences
- Actively listen to what is spoken and communicated through non-verbal behaviours
- Use "Both/and" thinking and acknowledge that more than one thing can be true at the same time

BUILD TRUSTING RELATIONSHIPS

- Reinforce others' self-worth by treating people with dignity, respect, and fairness
- Actively listen to team concerns and thoughts
- Provide feedback to others that is actionable, based on observed behaviour and with kindness
- Assume positive intent on the part of others, being aware that their impact may not be what they intended, when providing feedback about the impact
- When receiving feedback, seek to understand and commit to learning from the feedback and changing behaviour
- Break down silos by looking for shared opportunities and outcomes that benefit more than one group
- Recognise and assist others when they need support
- Take accountability for the actions you committed to complete and allow others to do so as well
- Show consistency between words and actions
- Communicate early, often and transparently so people have all the information and time to process any changes
- Ensure opportunities for solutions are shaped by those who experience the challenges being addressed
- Recognise inherent power imbalances and make bold moves to cultivate shared decision making in all aspects of collaboration.
- Ground work in trust and awareness of who is setting and controlling the agenda, and what kinds of power dynamics are at play.
- Create knowledge and progress together

DEMONSTRATE CURIOSITY

- Seek to understand different perspectives and be willing to be proven wrong
- Ask questions and really listen to what others have to say, acknowledging the pluriverse and actively valuing and integrating diverse ways of being and knowing
- Strive to learn more about what you don't know or understand
- Avoid assumptions and keep an open-mind
- Look for different ways to do things, and embrace learning and openness
- Listen with the intention to understand
- Notice when 'either/or' language or thinking emerges and try to come up with more than two alternatives.
- Seek out diverse perspectives, framings, and ways of being, doing, knowing, relating and perceiving in everything we do



LEARN, UNLEARN & ADAPT

- Show willingness to learn and grow; allow for the discomfort of “unlearning” and the wonders of continually “relearning” with others
- Ask for feedback
- Reflect on and learn from mistakes
- Remain agile and iterate as new information comes to hand
- Actively flex and adapt approach to suit different people, abilities, situations, backgrounds, identities, learning and communication styles.
- Respect others’ histories, experiences and identities
- Let go of old habits, beliefs, ideas, that are rooted in norms of superiority, perfectionism, Whiteness, racism, modernity, coloniality, heteropatriarchy and ableism which serve to reinforce and entrench the status quo
- Question assumptions and be open to new perspectives.
- Proactively share information and debate ideas for a better result
- Critically engage with our systems to examine and create space for innovation
- Push back against perfectionism and take time to make sure that everyone's work and efforts are appreciated
- Dedicate time to honoring other ways of knowing and expression: oral storytelling, embodied learning, visual and movement art, silence, meditation, singing, dancing
- Avoid the default to worship the written word - figure out what actually needs to be written down i.e. risk, legal and compliance obligations whilst coming up with alternative ways to document what is happening; encourage creative ways of documenting or recording or reflecting i.e. storytelling

If you have any feedback or questions about the BCF, please reach out to the P&C team.

Information is saved here:

Our teams > PFO> Documents > Human Resources > [Behavioural Capability Framework](#)