



## **Connect, Defend, Act! (CDA) Outcome Harvesting Exercise Terms of Reference**

### **Context and Background**

Across the world, civic space is increasingly under pressure. Civil society actors, human rights defenders, independent media, and grassroots organizations are facing growing restrictions on their ability to organize, express dissent, mobilize communities, and advocate for human rights. These pressures are manifested through legal restrictions, political repression, surveillance, intimidation, shrinking funding opportunities, and digital threats.

With support from the Norwegian Agency for Development Cooperation (NORAD), Hivos is implementing the Connect, Defend, Act! (CDA) project. The project seeks to respond to shrinking civic space and strengthen civil society actors' ability to defend and expand civic space through coalition building, digital security strengthening, and increased organizational flexibility.

The CDA project works with civil society actors including:

- Civil Society Organizations (CSOs)
- Human Rights Defenders (HRDs)
- Independent media actors
- Grassroots and rights-holder-led organizations

The project emphasizes local ownership, collaboration, and evidence-based learning, with Hivos acting as a facilitator and enabler of civil society action.

The CDA project is currently being implemented across four countries, working with diverse partners and civil society actors who are contributing to defending and expanding civic space through advocacy, coalition building, digital resilience, and rapid response initiatives.

Given the complexity of civic space interventions and the evolving nature of advocacy outcomes, Outcome Harvesting has been identified as a suitable methodology to capture and analyze the results and contributions of the CDA project.

Hivos is therefore seeking a qualified consultant or consulting team to conduct an Outcome Harvesting exercise across the four countries of implementation.



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## 1. Project Description

Project Name:	Connect, Defend, Act! (CDA)
Project Duration:	April 2024 – April 2029
Implementing Organization:	Hivos
Donor:	Norwegian Agency for Development Cooperation (NORAD)
Countries of Implementation:	Malawi, Indonesia, Occupied Palestinian Territories, Colombia
Primary Beneficiaries:	Civil society actors including CSOs, HRDs, independent media actors, and rights-holder-led organizations.

## 2. Purpose of the Outcome Harvesting Exercise

The purpose of the Outcome Harvesting exercise is to identify, verify, and analyze outcomes influenced by the CDA project across the four countries of implementation, focusing on changes in behavior, relationships, actions, policies, and practices among civil society actors and other stakeholders contributing to civic space.

The exercise will generate evidence-based learning and insights that will inform adaptive management, strengthen strategic decision-making, and support reporting to the donor. In addition, outcome harvesting will not only measure outputs but collects evidence to verify how and why the CDA! Project contributed to changes.

Outcome Harvesting is particularly appropriate for this project because it allows the identification of expected and unexpected outcomes, advocacy results, coalition impacts, and systemic changes that may not be captured through traditional monitoring approaches.

## 3. Objectives of the Assignment

The objectives of the consultancy are:

Documenting Change-identify significant, observable changes (outcomes) in actors, policies, or practices that resulted from the CDA! project. Analyze contribution-determine whether and how the CDA! project contributed to observed changes, rather than merely checking if predetermined targets were met. Stakeholder engagement-actively involve partners and stakeholders in the identification and analysis process to enhance ownership and understanding. Facilitating Learning and Adaptation-provide data for reflection on strategies, lessons learned, emerging patterns across countries enabling implementors to adapt, improve, and refine ongoing or future initiatives. Provide recommendations for strengthening the project's strategic impact and adaptive programming.

## 4. Scope of Work

The consultant will conduct an Outcome Harvesting exercise covering all four countries of CDA implementation.



The assignment will include the following components:

#### 4.1 Outcome Identification

- Review project documentation including:
  - Project proposal
  - Results framework
  - Progress reports
  - Learning reports
  - Partner reports
- Identify preliminary outcomes related to:
  - Civic space advocacy
  - Coalition building
  - Digital security strengthening
  - Civil society resilience
  - Rapid response initiatives

#### 4.2 Stakeholder Engagement

Engage with relevant stakeholders including:

- Hivos country teams
- Project partners
- Civil society actors
- Human rights defenders
- Media partners
- Coalition members

Methods may include:

- Key informant interviews
- Focus group discussions
- Workshops
- Document review

#### 4.3 Outcome Harvesting

Document outcomes using the Outcome Harvesting methodology by identifying:

- What changed (behavior, relationships, policies, practices)
- Who changed
- When and where the change occurred
- How CDA! contributed to the change
- Why the change matters for civic space

#### 4.4 Outcome Verification

The consultant will validate harvested outcomes through:

- Triangulation of data



- Verification with stakeholders
- Review of supporting evidence

#### 4.5 Analysis and Learning

The consultant will analyze harvested outcomes to:

- Identify patterns and trends across countries
- Identify successful strategies and approaches
- Identify contextual factors influencing outcomes
- Highlight lessons learned and emerging opportunities

#### 5. Approach and Methodology

The consultant is expected to propose a detailed Outcome Harvesting methodology that includes:

- Outcome identification
- Outcome formulation
- Outcome verification
- Contribution analysis
- Cross-country synthesis

The methodology should:

- Ensure participation of diverse stakeholders
- Apply gender-sensitive and inclusive approaches

Protect confidentiality and safety of participants while following do-no-harm principles. The consultant will present the full methodology in an Inception Report.

#### 7. Deliverables

The consultant will produce the following deliverables:

##### 7.1 Inception Report Including:

- Refined methodology
- Outcome harvesting framework
- Data collection tools
- Detailed work plan

##### 7.2 Harvested Outcome Database

A structured documentation of outcomes including:

- Outcome descriptions
- Evidence sources
- Contribution analysis
- Verification notes



### 7.3 Outcome Harvesting Report Including:

- Overview of harvested outcomes
- Analysis of changes observed
- Contribution of CDA interventions
- Cross-country comparison
- Validated outcomes
- Strategic insights
- Lessons learned
- Recommendations for project adaptation and learning

### 7.4 Presentation of Findings

The consultant will present key findings and recommendations to Hivos and project stakeholders.

## 8. Timeline

The assignment is expected to be completed within 8–10 weeks following contract signature.

Phase	Activity	Deliverable
Inception Phase	Inception meeting and methodology development	Inception Report
Data Collection	Stakeholder interviews and outcome identification	Outcome documentation
Verification	Validation and triangulation of outcomes	Verified Outcomes
Analysis	Cross-country analysis and synthesis	Draft Report
Finalization	Incorporation of feedback	Final Report and Presentation

## 9. Roles and Responsibilities

### Consultant Responsibilities

The consultant will:

- Design and implement the Outcome Harvesting methodology
- Conduct stakeholder consultations across the four countries
- Identify and document outcomes
- Verify and analyze outcomes
- Produce all contracted deliverables

### Hivos Responsibilities

Hivos will:

- Provide access to relevant project documentation



- Facilitate introductions to partners and stakeholders
- Provide feedback on draft deliverables
- Support coordination across country teams

#### 10. **Consultant Requirements, Knowledge, and Expertise**

The consultant or consulting firm should demonstrate:

- The consultant should have relevant academic qualifications or 5 years of relevant evaluation experience. At least 7 years of experience in monitoring, evaluation, and learning
- Proven experience conducting Outcome Harvesting or similar evaluation methodologies
- Strong understanding of gender equality, diversity, inclusion, civic space, human rights, civil society strengthening and its related fields.
- Experience working with multi-country development programs
- Strong qualitative research and facilitation skills
- Excellent analytical and report writing skills. Experience working with NORAD-funded programs or Hivos projects will be an added advantage.

#### 11. **Submission of Proposals**

Interested consultants should submit:

- Technical proposal outlining proposed study methodology, including a draft work plan with a timeline, and sample questions to guide the outcome harvesting exercise.
- Financial proposal including all transport, accommodation, and other research field costs (such as room hire for data collectors training, paying data collectors, and all other costs should be in the consultants' fees and financial proposal)
- Updated CV(s) of consultant(s)
- At least 2 examples of similar assignments conducted
- Three contactable references from organizations/institutions that the consultant has worked with on a similar assignment proving the ability to carry out the scope of work

Proposals should not exceed 10 pages (excluding annexes).

#### 12. **Evaluation Criteria**

Applications will be evaluated using the following criteria:

Criteria	Weight
Quality of proposed methodology <i>(Demonstrating a strong understanding of the analytical/contextual/logistical issues relevant for a study of this type and the objectives of the endline evaluation study)</i>	40%
Budget and value for money	30%
Relevant experience of consultant/team	20%
Quality of previous work	10%



### 13. **Budget and Payment Schedule**

The consultant should prepare and submit a detailed budget for the outcome harvesting process inclusive of all logistical, administrative, and non-administrative costs.

Payments will be made as follows, in line with receipt of key deliverables:

- 40% upon submission of final inception report.
- 60% upon submission and approval of the finalized outcome harvesting report.

The submission should be sent to: [proposals.hubsaf@hivos.org](mailto:proposals.hubsaf@hivos.org), with the subject “CDA Outcome Harvesting” in the subject line by **10<sup>th</sup> April 2026**. Only shortlisted candidates will be contacted.

#### **Further Information**

Should any applicants have questions to ask or need any clarification, they should refer them in writing (which will be deemed to be by e-mail) on [proposals.hubsaf@hivos.org](mailto:proposals.hubsaf@hivos.org) not later than 01<sup>st</sup> April 2026.