



# Brief and invitation to apply for Women in Prison Impact Consultant role

March 2025

## Contents

<b>Background</b> .....	1
<b>MEAL framework development aims and design</b> .....	2
<b>Consultant brief and requirements</b> .....	2
<b>How to respond to this brief</b> .....	4
<b>Further context for the MEAL framework development process</b> .....	4

## Background

In April 2025, Women in Prison launched its new five-year strategy 'Together in Power: A plan for real justice for women 2025-2030'. The strategy, which was co-produced by women with lived experience, staff, and trustees, sets out our ambitions for the next 5 years to work towards our vision, purpose and values. It brings together three strands of our work: External Affairs (policy influencing and campaigning), Programmes (service delivery aimed at women affected by the criminal justice system as well as co-production work with women who have lived experience) and Internal capacity building (fundraising, governance and people).

We have a number of processes to support our impact work that have been initiated or need to start to support the implementation of the strategy:

- Milestone development in line with the strategy (year one milestones are in place, but may need revision)
- A Theory of Change to align with the strategy
- A robust Monitoring, Evaluation, Accountability and Learning (MEAL) framework.

We are now looking for a consultant to join us at this initial stage of our strategy implementation to provide expert guidance and support for the development of these impact approaches. In addition, we are looking for the consultant to recommend what the organisation might need to put in place to resource a strong focus on impact work.

## **1. Milestones development**

These will form part of the MEAL framework and will be high level milestones for each goal under the strategy. These will be coproduced with the team leads for each milestone. The consultant will work closely with the Impact, Evaluation & Learning Manager to guide the milestone development process.

## **2. Theory of Change**

As we developed the strategy, Together in Power, we noted the need for a Theory of Change, but capacity and time did not allow for this to happen in tandem with the strategy development. The organisation requires a top line Theory of Change that aligns with the strategy, and the consultant will work closely with the leadership team, Impact, Evaluation & Learning Manager and other relevant staff/women with lived experience to support the development of a Theory of Change that aligns with the strategy.

## **3. MEAL framework**

The final MEAL framework will:

1. Cover all aspects and areas of our work as an organisation and closely correspond to our strategy milestones across campaigning, service delivery, co-production and internal capacity building.
2. Identify how we will demonstrate key outputs and evidence key outcomes across each area of our work.
3. Make recommendations on how we can embed organisational monitoring and learning.
4. Outline key accountabilities and mechanisms, with women with lived experience at the centre of our accountability mechanisms.
5. Clearly align with Women in Prison's Vision, Purpose and Values.

## **4. MEAL framework development design principles**

The MEAL framework development process will be:

1. Led by our values
2. Collaborative and inclusive of different voices, making collective decisions where possible
3. Embedding co-production
4. Transparent and accountable
5. Open to challenge and learning, constructive and solutions oriented

## **Consultant brief and requirements**

Women in Prison is looking for an experienced consultant who combines in-depth expertise of impact measurement with a strategic mindset. This work will take place over a six-month period, starting in May 2025.

The consultant will:

- Project manage the MEAL framework development process to ensure we build a robust impact measurement framework for our new strategy
- Undertake initial desk-based work to get familiar with our work and strategy
- Undertake key discussions with select members of staff to develop the framework
- Undertake scoping exercises with key colleagues to establish what systems, processes and monitoring tools are already in place
- Identify tools/systems that Women in Prison may want to consider investing in
- Identify ways of coproducing the MEAL approaches (in consultation with lived experience lead)
- Provide essential expertise, distance, objectivity and challenge
- Write content and drafts of the Theory of Change, milestones and MEAL framework for consultation with Women in Prison's Leadership and Board
- Undertake an end-point review and wrap-up

### **Specified outputs**

- Propose a timeframe and project plan for the work, including review dates for outputs and agree red lines and key criteria with leadership team
- Identify systems, tools and approaches and make recommendations
- Proposed Theory of Change that aligns with the strategy
- Proposed milestones that align with the strategy and are embedded in a proposed Monitoring, Evaluation, Accountability and Learning framework
- Produced written manual/guidelines/induction material to accompany the MEAL framework
- Provided recommendations for organisational learning, development and capacity building
- Provided recommendations for future embedding of MEAL work (to leadership team/board), potentially in the form of a presentation

### **Key experience and skills**

- Expertise around impact, evidencing and insights for organisations in the not-for-profit sector
- In-depth knowledge of impact measurement relating to both service delivery and influencing/campaigning
- Experience and/or knowledge around impact measurement of co-production/lived experience work and ability to make recommendations in terms of processes and tools to embed for this type of work
- Experience of facilitating MEAL/Theory of Change development processes for non-profit organisations
- Good knowledge of Equity, Diversity and Inclusion and understanding of how to work in an inclusive way
- Excellent listening skills and ability to distil patterns and themes from what is shared in consultation sessions
- Excellent writing skills and ability to translate complex concepts into digestible formats

## How to respond to this brief

If you are interested in working with Women in Prison on our impact development work, please respond to this brief with no more than two pages of A4, including:

- An indication of how you meet our criteria
- A description of how you would approach the work and respond to this brief
- The day rate and time estimate, or flat rate you would charge for this work

The deadline for your response is 20/04/2025 which should be sent to [recruitment@wipuk.org](mailto:recruitment@wipuk.org). We anticipate inviting preferred consultants to interview week commencing 28<sup>th</sup> April ahead of a decision by 2<sup>nd</sup> May.

For an informal discussion of the brief please contact Sonya Ruparel on [sonya.ruparel@wipuk.org](mailto:sonya.ruparel@wipuk.org)

## Further context for the MEAL framework development process

### Roles and responsibilities

The consultant will work closely with key colleagues across Women in Prison, particularly the Impact, Evaluation & Learning Manager and Leadership teams.

The below key individuals and groups will be available to consult on the activities in the MEAL framework development process and provide additional content for framework:

- All members of the Leadership Team: Sonya Ruparel (Chief Executive); Rachel Ozanne (Director of Programmes and Partnerships); Nicola Drinkwater (Director of External Affairs and Campaigns); Tharani Yathaven (Director of Finance & Resources), Kaye McDougall (Director of Fundraising)
- The Extended Leadership team (as above, as well as a Heads of Departments and select individuals drawn from Women in Prison's wider management team)
- Impact, Evaluation & Learning Manager
- Other members of staff, where appropriate
- Women with lived experience of the criminal justice system
- Women in Prison board members (either direct or indirect consultation)

**Day to day:** The consultant will be directly accountable to the Director of Programmes and Partnerships who will drive the process and provide oversight.