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Terms of Reference July 2021

Terms of Reference: External Evaluation of Front Line Defenders' Strategic Plan

Deadline for Applications: 9th August 2021

Location: Home based (possible travel to Dublin, Ireland)

Type of contract: Self-employed consultancy contract

Duration of contract: Approximately 25 days

Estimated start date: 1st September 2021

Estimated end date: 31st December 2021

Consultancy Description

Front Line Defenders (FLD) is an international organization, with its headquarters in Dublin, that works for the protection of human rights defenders at risk through providing practical support through security grants, physical and digital security training, advocacy and campaigning.

Front Line Defenders operates on the basis of a four year strategic plan. In each strategic plan period the Board of Trustees commission an external evaluation of our performance against that plan. The objective of such an evaluation is to identify recommendations that will help to strengthen the effectiveness of our activities. The report of the external evaluation informs the decisions of the Board of Trustees and is a key input to the development of the next strategic plan. The report is also shared with donors as evidence of Front Line Defenders impact.

Front Line Defenders is seeking a consultant to complete an External Evaluation of the Strategic Plan (2019 – 2022). The criteria for the selection are set out below.

Objective

Evaluate the performance of Front Line Defenders in implementing the 2019-2022 Strategic Plan with a particular emphasis on the organization's impact on the security and protection of human rights defenders at risk and potential trends and considerations for the next Strategic Plan.

Criteria for the appointment of an evaluator

- 1) Deep understanding of non-governmental organisations, human rights organisations and current approaches to the protection of human rights defenders at risk.
- 2) Experience of working with human rights defenders in more than one region.
- 3) Experience in quantitative and qualitative research methods and evaluation of human rights focused NGOs.
- 4) Experience in gender analysis and gender expertise.
- 5) Demonstrable independence from Front Line Defenders.

Desired Qualifications

The consultant should ideally have the following background and experience:

- At least seven years of work experience in a professional capacity in Human Rights, International Relations, Law, Political Science or related field.
- Experience liaising with different stakeholders, including individuals, governmental

- and international entities and civil society.
- Strong ability to write and edit. Ability to express clearly and concisely ideas in written materials and presentations.
- Advanced critical thinking, analysis, and synthesis skills required to draw conclusions from several sources of information and data.

Time frame

FLD is seeking to appoint an external evaluator by August 2021 with a view to beginning the research in September 2021. The external evaluator will gather information and interview relevant human rights defenders, stakeholders, Board members and staff between September and December 2021. An Evaluation Report will be submitted in December 2021.

Deliverables

- Inception Report outlining details of proposed methodology and process for gathering data
- Tools for gathering data
- Synthesised data from surveys
- 15-20 page report summarizing the key findings and the recommendations

Evaluation Framework

The following questions will guide the Evaluation Framework:

Effectiveness

- Did FLD deliver on the Strategic Plan Goals?
- What support was most effective for HRDs and why, and what less effective and why?

Relevance

- Has FLD expanded its support to the most at risk groups of HRDs?
- Has FLD adapted its support to the changing context/needs of HRDs during the SP?

Efficiency

- What have been the key organisational development achievements during the SP and what are the gaps going forward?

Strategic Influencing

- What are the key contextual trends that will impact on the next Strategic Plan?
- How are the protection needs of HRDs likely to change/evolve during the next strategic plan?
- What are the key strengths, weaknesses, opportunities and threats (both internal and external) that will influence FLD's work in the next Strategic Plan?
- What are the key recommendations for FLD's next Strategic Plan

The proposed methodology will include: HRD survey and sample interviews, donor survey and sample interviews, Board interviews, NGO survey and interviews, Staff survey, Management Team interviews, documentation review (this includes Mid Term Review of Strategic Plan, Donor and Country Evaluations, organisational development documentation).

To apply, please email Kim Wallis (kim@frontlinedefenders.org), with:

- Your CV
- A cover letter of no more than 2/3 pages which includes proposed methodology and timeframe.