



European
Network on
Statelessness

INVITATION TO TENDER

External Evaluation and Design of a new five-year strategic plan

December 2022

About the European Network on Statelessness

Launched in 2012, the European Network on Statelessness (ENS) is a civil society alliance of over 170 organisations and individual experts in 41 countries. We are committed to ending statelessness and ensuring that everyone living in Europe without a nationality can access the rights they are entitled to under international law.

At the heart of our work is an understanding of the need to raise awareness about statelessness, support legal and policy development and build civil society's capacity to act. We are dedicated to working alongside and with stateless people and their communities to strengthen their voices and together advocate for full respect of their human rights.

Our London-based Secretariat coordinates the activities of our growing and diverse membership across Europe ranging from large international NGOs to grassroots and community organisations, legal advice agencies, thinktanks, stateless activists, and prominent international law experts.

Purpose of the consultancy

The purpose of this consultancy is to assess the impact of our work under the current strategic plan (2019-23) and to use this to inform and facilitate the design of our next strategic plan (2024-28). The new strategic plan is intended to help us consolidate our progress to date, including to translate awareness-raising success and stronger partnerships into concrete law and policy reform that improves the lives of stateless people on the ground. We also want to continue to strengthen the inclusion of stateless people/communities across all our work. We will use the new strategic plan to explain our work to partners, and to support fundraising to bring in the resourcing we will need to deliver on our objectives.

Approach

We are coming towards the end of our current [five-year strategic plan](#) (2019-23) which included five overarching goals for the organisation:

- Goal 1: Mobilise support to challenge statelessness by sharing knowledge and expertise
- Goal 2: Strengthen collaboration and achieve change through a pan-European network
- Goal 3: Monitor, inform and promote effective law, policy and practice
- Goal 4: Work with people affected by statelessness to inform and deliver our mission

- Goal 5: Be an ethical and effective organisation

Progress has been monitored through a MEL framework reporting against a set of KPIs designed to monitor outputs on each of the five goals. In addition, the impact of some of our projects has been independently evaluated and we also have a number of other documents (donor reports, annual impact reports, internal assessments, etc.) which will be available for review.

It is expected that this will be complemented by desk research and information from short semi-structured interviews with a selection of trustees, members and external partners/stakeholders, possibly complemented with a short online survey sent to ENS's full membership (for the evaluation of our last strategic plan, 23 interviews were conducted plus a short online survey).

The consultant will also work in close consultation with the Director and members of the Senior Management Team (SMT) to develop the work outputs.

Aims of the consultancy

- To evaluate ENS's activities and impact against the current strategic objectives, including to:
 - Identify key learnings that can be taken forward into the new strategy planning cycle.
 - Assess how, and to what extent, ENS has been successful in influencing external partners and stakeholders, and to understand any shortcomings in our approach.
 - Evaluate how ENS members (including stateless changemakers) perceive their role and if/why they value their membership and how this can be further improved.
- To design and help facilitate a process to develop a strategic plan, including to:
 - Develop a theory of change for the organisation.
 - Develop a first draft of a strategy document that captures our plans for the next 5 years.
 - To advise on ongoing and the new MEL framework.

Methodology and outputs

The methodology will be co-designed with the successful consultant who will be invited to submit a short summary outline of their proposed work approach/methodology as part of the tender process.

The outputs for this consultancy are:

- Evaluation report of our existing strategy (2019-23) including main learnings that are of relevance to planning a new five-year strategy (2024-28)
- First draft of this forward-looking organisational strategy (including a theory of change) that ENS can then build on through further internal meetings/consultations

At the outset the consultant will be required to finalise an evaluation methodology (including guiding questions) and strategic plan development process which will be agreed jointly in consultation with ENS at the commencement of the project. Working closely with the ENS Director/ SMT, it is envisaged that the consultant would facilitate consultations with ENS's staff team, Board of Trustees and Advisory Committee in supporting the development of the new strategic plan.

The audience for the evaluation component is primarily the ENS Secretariat, Board of Trustees and Advisory Committee. The evaluation will also be shared with existing and prospective funders and the wider ENS membership.

Timetable and budget

The provisional proposed timetable (subject to discussion and agreement with the consultant) is:

24 Jan	Interviews with shortlisted candidates
27 Jan	Select and appoint consultant
Feb	Inception meeting & finalise evaluation methodology & process to develop new strategic plan
Mid Apr	Draft evaluation report
1 May	Final evaluation report
Mid May	Staff consultation/input on design of theory of change and the new strategic plan
June	Board and Advisory Committee consultation/input on strategic plan (possibly at ENS conference in Madrid)
July	Finalise first draft of strategic plan

(Thereafter the process to finalise the strategic plan would be facilitated/finalised by the ENS Director/SMT).

The maximum budget for the work is £8,000 (inc. VAT).

Selection criteria

Proposals will be assessed against the criteria specified below:

- Demonstrable skills, experience, knowledge of evaluation, impact assessment and strategy design in the voluntary sector, or equivalent.
- Experience of working with NGOs, preferably in an advisory/critical friend role.
- Knowledge and skills in evaluation and qualitative research approaches, including the design of methodologies, interviewing, data collection, analysis and reporting.
- Strong interpersonal skills and the ability to build trust and rapport quickly.
- Strong communication skills, including listening and questioning, and the ability to communicate information to a non-technical audience, both verbally and in writing.
- Knowledge of
 - o regional frameworks/processes (European Union, Council of Europe, UNHCR, etc)
 - o Issues relevant to ENS: statelessness/migration/human rights/minority rights
 - o pan-regional membership organisations

In addition to relevant skills we will make the selection considering:

- Value for money (including the total number of days that can be committed to the project)
- Availability to deliver the work within specified timeframe

Work will primarily be conducted remotely but some travel is envisaged, including to facilitate a staff consultation meeting in London in May, as well as a Board/Advisory Committee consultation meeting in Madrid in mid-June (TBC but if so travel/accommodation expenses would be covered by ENS).

To apply

We are open to proposals from individuals and consortia of consultants, where there are clear roles set out.

Please submit the following **by 12 noon on 18 January 2023**.

- Names, roles and CVs of consultant(s) involved in the work
- An outline of your skills, knowledge, suitability and relevant experience to deliver the work
- Details of the proposal, including an outline of proposed work approach/methodology
- A brief example of how you have undertaken a comparable piece of work (if available please also include a weblink or append a full example).
- Budget outline, including daily rate and number of days
- Name and contact details of two referees (these will only be contacted for shortlisted proposals and we will inform you in advance)

The total maximum length of submission (excluding previous work examples) should not exceed 8 A4 pages.

Please return your submission to ENS by email to chris.nash@statelessness.eu.

Liaison

The consultant's primary point of contact and support will be Chris Nash, Director of the European Network on Statelessness, which is the contracting organisation.

If you have any questions regarding the tender please contact ENS Director Chris Nash

chris.nash@statelessness.eu