

EISF External Evaluation

Terms of Reference – June 2019

Background

The European Interagency Security Forum (EISF) is an independent network of security focal points who represent aid organisations operating internationally. EISF is committed to improving the safety and security of operations and staff, strengthening humanitarian security risk management to allow greater access to, and impact for, crisis-affected populations.

EISF was initially established in late 2006 in a form of an ad hoc alliance between security managers from several European NGOs to share security information. EISF has since grown to include a diverse membership of over 100 Full and Associate Members and EISF Affiliates. The EISF Secretariat is supported by several full-time staff members, led by an Executive Director, and is hosted by one of EISF's Member organisations, Christian Aid. The strategic direction of EISF is overseen on behalf of the Members by a Steering Group.

EISF's vision is to be a global reference point for good practice, collective knowledge and current challenges in security risk management for humanitarian agencies.

Purpose of Evaluation

The purpose of the external evaluation is to:

1. Examine EISF's achievements, against expected impacts, outcomes and outputs and assess the extent to which these meet the needs and priorities of its members, and the wider network.
2. Consider the sustainability of EISF's current model, particularly in the changing funding environment.
3. Inform EISF's strategic direction and future programming and funding decisions.

Evaluation Criteria & Key Questions

The evaluation process and report structure must meet the evaluation policy and requirements of EISF's donor – [Swiss Federal Department of Foreign Affairs \(FDFA/SDC\)](#). It must be approved by the EISF Secretariat and Steering Group (SG).

The evaluation should focus on EISF's relevance, effectiveness, efficiency, impact and sustainability. Key evaluation questions should include, but not be limited to, the following:

Relevance

- To what extent does EISF's overall goal and objectives meet the priorities and needs of the EISF members and network and to what extent are EISF's events, resources and services relevant to the achievement of this goal?
- Are EISF's events, resources and services aligned with the needs and priorities of its members, and the wider network and do they enable the achievement of its stated impacts, outcomes and outputs?

Effectiveness & Efficiency

- To what extent are EISF's stated impacts, outcomes and outputs being achieved and are key stakeholders meaningfully involved in determining these and EISF's strategic direction

- Are the events, resources and services provided by EISF cost efficient?
- Is EISF effectively managing its growth in terms of events, resources and services, its membership, and its governance structure?
- Does EISF provide value for money in terms of donor contributions and membership fees?
- How (if at all) can EISF be more effective in meeting the needs and priorities of its members, and the wider network?

Impact

- To what extent has EISF's events, resources and services contributed to strengthening inclusive security risk management across the sector?
- Do EISF events, resources and services increase awareness of good practice in humanitarian security risk management and thus promote a more comprehensive approach amongst key stakeholders?
- Do EISF's events, resources and services build relationships amongst members and contribute to organisations/individuals feeling better equipped to manage the security and safety of their staff?

Sustainability

- To what extent are EISF's impacts on humanitarian security risk management sustainable?
- Could similar or better results have been achieved with less financial resources or by doing things differently?
- With increasing membership and security information/resource demands, is EISF's structure and funding model sustainable and able to address the needs and priorities of its members?
- What alternative funding models may be considered by EISF to improve sustainability while maintaining its' current position within the sector.
- How (if at all) can EISF be more sustainable in the events, resources and services it provides to its members, and the wider network?

Methodology & Process

The evaluation should include:

- Desktop review - review of relevant background information such as management/operational documents, proposals and reports, members survey results, previous evaluations, EISF website and resources.
- Online surveys – Surveys of EISF members and its wider network to ensure as wide a range of responses as possible.
- Secretariat and SG interviews – interviews undertaken with all current EISF staff and SG members.
- Member interviews - structured and semi-structured interviews (face2face/phone/Skype) conducted with at least 20 EISF full and associate members. Interviewees will be selected to represent a cross-section of mandates, organisation size, based-locations, countries of operation, and levels of engagement with EISF.
- External stakeholder interviews - structured and semi-structured interviews conducted with at least 10 external stakeholders representing donors (OFDA, FDFA, DFID), NGO security coordination bodies and forums (InterAction, CINFO, UK SFP group, INSO, etc) government bodies, research organisations, and academia.

Timelines

The evaluation is expected to be completed before the end of November 2019. The table below outlines the potential timelines, these are subject to change depending on the consultant availability and finalisation of the evaluation framework.

June 2019	▪ Evaluation RFP advertised.
July 2019	▪ RFP submission date 5 th July ▪ Selection of evaluation consultant ▪ Agreement of contract terms
August 2019	▪ Finalisation of process and methodology (including survey) with consultant ▪ Submission of agreed Evaluation Framework
August - September 2019	▪ Desk review/interviews/survey analysis ▪ Initial findings & recommendations presented to EISF and FDFA
October 2019	▪ Finalisation of Draft report ▪ Draft Evaluation Report submitted to EISF and FDFA before 25 th October
November 2019	▪ Feedback/comments provided by EISF SG and FDFA ▪ Final Draft ready for publication/dissemination before 30 th November

Key Deliverables

- Evaluation Framework - Consultants will be required to develop an evaluation framework before starting the evaluation. The framework should elaborate on the terms of reference and describe in detail how the evaluation will be undertaken, who will be consulted and how, and the timeframe involved.
- Evaluation Report - not exceeding 30 pages, including an Executive Summary. The report structure will be agreed with the consultant during finalisation of the evaluation framework. Preliminary findings should be presented in a debriefing meeting with EISF and FDFA staff before the submission of the report.

Proposal Submission

Please submit the following documents:

- Cover letter stating interest and evaluation experience (1 page).
- CV(s) of proposed evaluation team members.
- Examples of previous evaluation reports the consultant(s) has led.
- A detailed proposal and estimated costs based on the evaluation criteria and key questions provided above.

Proposals should be submitted no later than CoB on the 5th July 2019 to Lisa Reilly, EISF Executive Director (eisf-director@eisf.eu).