

CONCORD Mid Term Review

Terms of reference for a consultant

Overall objective of the review

Assess the first half of CONCORD's [strategy](#) period. Part of this review will look at the degree of success in implementing the strategy and the relevance of the change objectives, while a second part will focus on whether the structures which were created to implement the strategy are optimal and effective. Based on the lessons learned and a scanning of the external environment (conducted by a second consultant), suggestions will be made for improved [Change Objectives](#) for the second half of the strategy period, and for the adaptation (if necessary) of [CONCORD's structures](#) and ways of working from 2020 onwards in order to deliver on our mission in the current climate and given the (EU) institutional priorities.

Outputs

- **Mid-Term Review report**, which will include the main conclusions regarding the implementation of the first half of the strategy and a compilation of lessons learned from the process.
- **Proposal for how better to frame change objectives** for the 2020 -2022 period.
- **Proposal for modifications to/new structures and ways of working** to ensure we remain relevant in the current climate and achieve the new change objectives with increased impact and efficiency.

Phases and Activities

1. **Evaluation of the implementation of CONCORD's strategy, with a focus on the current [change objectives](#) and on the structures and ways of working**

Key questions

- a. Did we achieve our initial change objectives?
- b. Were these the 'right' change objectives? If not, why not?
- c. To what degree is a 'mainstreaming' approach successful in CONCORD (eg. mainstreaming of gender equality, the 'red threads')? How could it be improved?
- d. Which factors helped us to achieve, or prevented us from achieving, our objectives - both internally and externally?
- e. What would we need to change internally to increase impact, effectiveness and ownership?

Support material & Methodologies

- a. Documents: CONCORD [Strategy](#), with a special focus on the chapter "How will we Know When We've Arrived?" (pp.9-10), annual reports, annual planning assessment report.
- b. Survey to members: Delegates (all members) and Secretariat
- c. Interviews with key members of Committees, Board, Steering groups of each hub, delegates, allies/partners and stakeholders

Activities Timeline - March & April (8 weeks)

- Week 1
 - Review of documents
 - Questions for survey and interviews drafted and agreed with CONCORD Task Force



- Identification of key people to interview (Secretariat, with Board input)
- Interviews dates are set (with Secretariat support)
- Week 2
 - Survey is launched to the members by the Secretariat
 - Web-based discussion forum communicated simultaneously
 - Interviews begin
- Week 3
 - Interviews continue
- Week 4
 - Interviews concluded
 - Deadline for surveys
 - Review is begun of material gathered
- Week 5
 - Review of all material (documentation, survey, web-based discussion forum and interviews results) is translated into first draft of MTR report in line with the objectives set out above focusing on the 'evaluation of the past'
 - First draft shared with Task Force
- Week 6 (*Easter Holidays*)
 - Discussion of the MTR draft with Task Force
 - Changes are made by the consultant
 - Consultant receives and reviews complementary piece on external trends
- Week 7 (*Easter Holidays*)
 - Draft is sent to the Board by the Secretariat, including the external trends section.
 - Consultant starts considering proposals for a) how to frame future change objectives and key areas for such objectives and b) ways of working and structures
- Week 8
 - Secretariat feeds comments from Board back to consultant
 - Final draft of MTR is submitted ("looking back" section)
 - Consultant working on proposals for a) future change objectives (key areas to focus on & style of formulation) and b) ways of working and structures

2. Proposal for new change objectives and new ways of working

Key questions –

- a. What do we need to change?
- b. What could new change objectives look like?
- c. Do CONCORD members agree with the new change objectives?
- d. Based on the lessons learned (MTR evaluation report), how we can improve or redefine our ways of working and ensure we have the right structures to achieve the new change objectives on time?

Support material & Methodologies -

Webinars & workshops/focus group conversations

Timeline - May (2 weeks)

- Week 9
 - Consultant starts submitting proposals for a) future change objectives (key areas to focus on & style of formulation) and b) ways of working and structures
 - Discussion about the new change objectives and structures proposal with Task Force
 - Discussion with a focus group (if deemed helpful)
 - Changes are made by the consultant



- Week 10
 - Final version of forward-looking proposals submitted to Task Force
 - Whole MTR report submitted to Board (3 parts)

Timetable

In total, 12 days of work are envisaged, including a briefing from the taskforce, interviews with 15-20 key people, analysis of the data and writing of the report and recommendations. The consultant must be able to start from 1st March.

Expertise required

- Expertise in reviewing and designing organisations, with specific knowledge of the NGO sector.
- Sound knowledge of assessment methodologies.
- Strong analytical skills.

To Apply

Please send your proposal including your methodology, a summary of your relevant expertise and a quote of the scheduled services you intend to deliver to soledad.briones@concordeurope.org with the following email subject-line: **CONCORD Mid Term Review**, before the **18th February**.



