

Strategic review of EPIM's Funding Plus approach

Terms of Reference for (a) consultant(s)

EPIM is looking for (a) consultant(s) to conduct a strategic review of its Funding Plus approach to better understand the needs of civil society organisations active in the migration sector and increase the impact of its support for these organisations.

I. BACKGROUND

Through its Funding Plus approach, the European Programme for Integration and Migration (EPIM) embeds its grant-making support in a **comprehensive support system** where grantees and other relevant stakeholders should be enabled to develop their potential, work on challenges and gaps in their organisation or the ecosystem of their work, and connect in order to increase their reach and build on other organisations' work. Through **grant-making, capacity and knowledge development** and by **connecting actors**, EPIM aims to enable civil society organisations to be more sustainable and impactful.

As part of its new five-year strategy for 2019-2023, EPIM is looking for (a) consultant(s) to conduct a strategic review of its "Funding Plus" work to **learn more from civil society organisations** working in the migration sector to **better respond to their needs and challenges** and **inform future interventions**.

The review will also support EPIM in **gathering insights about the value-add of its Funding Plus approach** for the organisational development and work of (former) grantee organisations and other civil society organisations (CSOs) that have participated/benefited from EPIM-funded activities. This strategic review will look at EPIM's Funding Plus work **over time**, and in particular at **strengthened efforts under EPIM IV** in 2016-2018 as well as at the way previous efforts in that direction may have contributed to make a difference for CSOs in this timeframe.

II. ABOUT EPIM

EPIM is a collaborative initiative of foundations active in Europe. Created in 2005 as an activity of the Network of European Foundations (NEF), EPIM is a joint funding platform that provides the opportunity for foundations to collaborate at European level in a range of thematic funds in the area of migration and integration. The EPIM Partner Foundations are Adessium Foundation, Aga Khan Foundation, Barrow Cadbury Trust, Charles Stewart Mott Foundation, Compagnia di San Paolo, Fondation Abbé Pierre, Fondation Charles Léopold Mayer, Fondation de France, Fundação Calouste Gulbenkian, Joseph Rowntree Charitable Trust, King Baudouin Foundation, Oak Foundation, Open Society Foundations, Porticus and Robert Bosch Stiftung.

III. PURPOSE OF THE ASSIGNMENT

Objectives of the assignment will be to:

1. **Better understand and identify the needs/challenges faced by civil society organisations active in the migration sector** to define more targeted and effective interventions that support CSOs in becoming sustainable and impactful agents of change.
2. **Test the rationale and overall narrative about the (longer-term) added value of EPIM's Funding Plus support** on strengthening civil society actors in the field of migration, promoting enhanced cooperation and coordination among grantees and other stakeholders, and strengthening the impact and sustainability of the civil society sector.

3. Draw learnings from past work to **better tailor EPIM's Funding Plus interventions** to the needs and challenges of grantees and other civil society organisations active in the migration sector and **improve the monitoring and evaluation framework for EPIM's Funding Plus work.**

IV. ROLE OF THE EXTERNAL EXPERT(S) AND CONTENT OF THE ASSIGNMENT

The external expert(s) will work in close collaboration with the EPIM Secretariat to:

1. **Define and implement a qualitative methodology** that draws on existing relevant sources of information (see section V). The proposed methodology should provide for a **participatory approach** that offers meaningful spaces for (former) grantees and other CSOs to share their needs and challenges as well as their interpretation of how EPIM's support may have contributed to address these needs. Methods such as perception surveys, interviews, focus discussions etc. may be considered and discussed with EPIM. Contacts with other relevant stakeholders (e.g. think tanks, policy-makers, beneficiaries, foundations, EPIM Secretariat) should also be considered;
2. **Draft a report that addresses the following points:**
 - Mapping of the needs and challenges of civil society organisations active in the migration sector;
 - Assessment of EPIM's Funding Plus contributions in addressing these needs and in strengthening the impact and sustainability of the broader civil society sector;
 - Stories that illustrate the added value of EPIM's Funding Plus approach for grantees' organisational development and work;
 - Recommendations to inform future EPIM's Funding Plus work: based on the above, the consultant(s) will draw learnings and highlight possible follow-up actions, areas of reflection and tools for EPIM to better monitor and generally increase the impact of its work for CSOs.

Key evaluation questions¹ for this assignment may include:

- What are the main needs and challenges faced by CSOs in this sector when it comes to their organisational development and the capacity they have to carry out their work? How are these needs addressed by CSOs or why can't they be addressed? Where does EPIM support fit in this context?
- Do EPIM grantee organisations benefit from EPIM's Funding Plus support? What would they change about it? For which areas of work has EPIM's support been considered as particularly valuable/less valuable? Have specific factors/obstacles influenced/hindered the effects of such support? To which extent has the support been put into practice? To which extent have changes triggered by this support been sustained over time? Are there concrete examples for how the Funding Plus approach has enhanced the impact of funded organisations/projects?
- What kind of support has been deemed to be most/least valuable by CSOs (including grantees)? What could EPIM do in the future to increase the effects of specific types of support?
- To which extent has EPIM's support had a multiplying effect for the broader civil society sector? To which extent do non-EPIM grantee organisations benefit from the support offered by EPIM? How could EPIM further increase the reach of its Funding Plus work?
- What could be done by EPIM to ensure that its Funding Plus support better address needs and challenges faced by CSOs, in a rapidly changing (policy and political) environment?

¹ These questions are only indicative and will be refined together with the selected consultant(s).

V. DOCUMENTS OF REFERENCE

The strategic review will rely on the following:

- EPIM (multi-)annual progress reports;
- Evaluation of EPIM III;
- Thematic Funds' baseline reports and evaluations;
- Thematic Fund and Grantees' logic models;
- Grantees' interim and final narrative reports;
- Conference and workshop reports, feedback of conference/workshop participants;
- Survey and interviews with (former) EPIM grantees and other CSOs that have participated or benefited from EPIM-funded activities.

VI. PROFILE OF THE EXTERNAL EXPERT(S)

The external expert(s) must be able to demonstrate

- Demonstrable skills, experience, knowledge of conducting similar types of reviews and evaluations;
- Knowledge of the migration sector's civil society landscape;
- Strong knowledge and skills in qualitative research approaches, including the design of research methodologies, data collection and analysis;
- Sensitivity to participatory approaches;
- Strong interpersonal skills and the ability to build trust with informants;
- Strong communications skills, including listening and questioning, and ability to communicate information to a non-technical audience, both verbally and in writing;
- Excellent English writing skills, other European languages are a plus.

VII. DELIVERABLES

The external expert(s) will deliver:

- a **report of a maximum length of 15-20 pages**, in line with above-mentioned objectives and requirements
- A **two-page summary of key findings and recommendations** to inform EPIM's future Funding Plus approach and improve the monitoring and evaluation framework for EPIM's areas of activities such as capacity development, knowledge development and connecting actors.

When relevant, survey results and interview transcripts should be shared with EPIM as annexes.

VIII. INDICATIVE TIMEFRAME

15 May. 2019	Deadline to submit a proposal
July 2019	Final decision on the selected expert(s)
Sept. 2019	Development and validation of the methodology
Oct.-Dec 2019	Conduct of the strategic review
Jan. 2020	First draft submitted to EPIM for review
Feb. 2020	Final strategic review

IX. INDICATIVE BUDGET

Budget of around **25,000 EUR** for this assignment (to be discussed based on the proposal) for work days.

X. HOW TO APPLY

Please send the following documents to Sophie.ngo-diep@epim.info by 15 May 2019 (COB):

- A short proposal of maximum 4 pages with suggested methodology and timetable;
- Your CV(s) with relevant publications and references;
- An indicative budget in Euro, stating daily rate and indicative working days per planned tasks (e.g. survey design, interviews, report drafting etc.). Where applicable, VAT should be budgeted. When relevant, potential travel costs will be reimbursed separately and should not be taken into account as part of this budget proposal.