

Interim Strategy Review and Evaluation – Terms of Reference

About MLDI

MLDI's Vision

A world where journalists no longer face legal challenges that threaten their ability to report freely and independently on issues of public interest, allowing citizens to be better informed, able to hold those in power to account.

MLDI's Mission

To help journalists who are under threat for their work by making sure they have access to good lawyers and by working alongside these lawyers to make sure the best possible legal defence is provided.

Background and Rationale

MLDI is half way through its 2015-2020 organisational strategy and wants to take this opportunity to 'take stock' of how far it has come in relation to its strategic objectives as well as ensure the strategy is still fit for purpose.

It hopes that this review and evaluation will provide valuable learnings on what has been achieved, what areas of the strategy need more attention, what areas are no longer relevant and identify any gaps in the strategy as a result of organisational change or external/contextual changes.

MLDI is also producing a business plan to take MLDI towards the end of the strategy period, and thus need to ensure the plan is focused and tailored appropriately in light of MLDI's achievements and challenges so far.

Evaluation questions

As a result of the evaluation, MLDI seeks answers to three overarching questions:

- To what extent has progress been made so far in meeting the objectives and goals as outlined in the strategy?
- What changes need to be made to the strategy to ensure it is able to ensure it can accurately guide the next two years of programme delivery; and
- How will MLDI measure success and achievement in 2020 at the end of the strategy? (MLDI expects the evaluation will also help to produce better defined and more tangible measures of what success looks like at the end of the strategy period for the already determined goals and objectives).

Approach and methodology

MLDI expects the methodology to include (but not limited to):

- Document and data review (strategy, evaluation reports, programme data, regional strategies etc.).
- Desk research
- Key informant interviews
- A workshop with MLDI staff team of 8 during the week commencing 4th of September

MLDI is open to different approaches and methodologies providing they generate accurate findings to inform the evaluation questions mentioned above – these should be discussed with MLDI before submitting a proposal.

Governance and accountability

MLDI's Monitoring, Evaluation and Learning Officer, Patrick Regan, will be the key contact for this evaluation and will be responsible for day-to-day communications and support with the evaluation consultant.

A project group formed of different stakeholders within MLDI will oversee the evaluation.

Qualifications and experience

The consultant should:

- have demonstrable experience of conducting independent evaluations (a minimum of one year's experience of carrying out independent evaluations is expected)
- have demonstrable experience of carrying out strategy evaluations for NGO's and charities
- have demonstrable experience facilitating workshops

Experience of carrying out evaluations with human rights organisations would also be beneficial.

Deliverables

The key deliverable will be an evaluation report which includes:

- A summary of the evaluation activities and findings
- A clear assessment of the strategy and its "fit for purpose"
- A clear assessment of the progress and achievements so far (and also highlighting where progress has been slower than expected).
- Recommendations on any adjustments or changes to the strategy as a result of the findings

In addition, the evaluation should also produce:

- An appendix to compliment the strategy, outlining the indicators, targets and measures for success for the end point of the strategy

The consultant shall also present the findings and the evaluation to MLDI staff in person.

Useful resources

- 2015-2020 strategy
- MLDI's Theory of Change & Log Frame
- MLDI's regional strategies (updated in 2017) will be available to the appointed consultant
- Programme and project data and documents will be available to the appointed consultant

Application and selection

Please send your proposal, including:

- Methodology and approach
- Timeline
- A summary of relevant experience of the agency and/or individuals involved
- Examples of previous relevant evaluations carried out are encouraged



- Consideration of ethics and risks
- Detailed cost breakdown

To Patrick.regan@mediadefence.org no later than Wednesday 16 August

Shortlisted applicants will be invited to interview during the week 21 August

When selecting the consultant, MLDI will consider:

- Past experience of the consultant
- Value for money
- Suitability of the approach and proposed methods
- Communication skills
- Consideration of risks and mitigation
- Understanding of MLDI's work and objectives

Dates

Deadline for proposals	18 August
Interviews	21 – 25 august
Workshop	W/C 4 of September
Report due	15 September

Contact information

For questions, further information or a discussion about the evaluation, please contact Patrick Regan on Patrick.regan@mediadefence.org or 0203 752 5545