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Terms of Reference (TOR)

External Evaluation of CIVICUS' *"Strengthening the Voices of African Civil Society and Human Rights Defenders in the International Human Rights system"*

1. BACKGROUND INFORMATION

CIVICUS: World Alliance for Citizen Participation (www.civicus.org) is an international alliance of civil society organisations whose mission is to strengthen citizen action and civil participation throughout the world. CIVICUS is, arguably, the only global network dedicated to the rights, freedoms, health and vitality of civil society. CIVICUS' geographically and thematically diverse membership affirms its legitimacy as a leading voice on civil society issues globally. CIVICUS was founded in 1993 on the principle that a vibrant civil society and concerted citizen action are necessary to protect, realise and advance democratic and human rights for all, especially those whose voices are excluded or muted. Since that time CIVICUS has worked to strengthen the CIVICUS network so that its members are better equipped, better connected and better engaged at all levels of governance in confronting the challenges that face humanity.

CIVICUS' *"Strengthening the Voices of African Civil Society and Human Rights Defenders in the International Human Rights system"* project

In 2011 CIVICUS entered into a three year contract with Irish Aid aimed at strengthening the voices of African civil society and human rights defenders in the international human rights system. Irish Aid agreed to provide €600 000.00 of the €950 000.00 total project costs. In return, CIVICUS committed to make every effort to ensure the timely and full implementation of the objectives outlined below:

- i. Increase civil society lobbying and engagement at the UNHRC and ACHPR;
- ii. Strengthen the capacity and skills of civil society organisations to participate and engage in proactive advocacy for the protection and promotion of human rights;
- iii. Raise awareness about the human rights situation in target countries through the testimony of human rights defenders;
- iv. Strengthen the capacity of regional and national civil society networks to hold regional bodies and governments accountable to the commitments they make at the ACHPR and UNHR; and
- v. Strengthen networking amongst human rights defenders in Africa to engender coordinated advocacy and solidarity actions.

In addition to ongoing monitoring, the project is designed to include an external evaluation. This evaluation is expected to provide insights on the impact of the network on the achievement of project objectives and also recommend areas that need to be addressed in CIVICUS' work in Africa. In response to the evaluation findings, CIVICUS will develop an evaluation action plan which will outline the organisation's future strategy for engagement in the region. Both the final

evaluation report and resulting action plan will be shared with key CIVICUS stakeholders, including CIVICUS alliance members and partners, decision-making bodies and donors.

2. PURPOSE AND OBJECTIVES OF THE EVALUATION

The evaluation is intended principally for learning and accountability purposes and will concentrate on internationally agreed evaluation criteria including: relevance, efficiency, effectiveness, impact, sustainability, coverage, coherence and coordination. It is expected to generate relevant findings, lessons and recommendations which will be shared with key stakeholders of CIVICUS and used by the implementing agencies to guide and inform current work and future programming.

Objectives

- 1) To assess the performance of the project along the following dimensions:
 - **Relevance:** How appropriate was the project design? To what extent did the stated objectives correctly address the problems and real needs of the target groups?
 - **Efficiency:** How economically were project inputs (funds, expertise, time, etc) converted into results in required quantity and quality and in good time? Was the use of the project/CIVICUS resources cost-effective? Could the stated results have been achieved more cost efficiently?
 - **Effectiveness:** To what extent have the stated results and purpose been achieved in a sustainable way?
 - **Impact:** What sustainable changes (positive/negative, intended/unintended) did the project have on the target groups?
 - **Sustainability:** What is the likelihood of the programme continuing after end of the project? What sustainability measures have been put in place?
 - **Implementation processes:** To what extent were the activities of the project implemented in a participatory and empowering manner? How involved were the key stakeholders of the project/ in planning and executing activities, and steering the project?
- 2) Identify the strengths and weaknesses of the project interventions and produce findings, lessons and recommendations to guide and inform future plans and activities
- 3) Develop an evaluation action plan which will outline the organisation's future strategy for engagement in the region
- 4) Analyse the partnership between Irish Aid and CIVICUS
- 5) Assess how the project has contributed to [CIVICUS' strategic objectives](#)
- 6) Investigate how these findings can inform the new Irish Aid funded project "Promoting an enabling environment for marginalised civil society in Sub-Saharan Africa", which is due to commence at the end of 2014.

3. SCOPE OF THE EVALUATION

The evaluation will cover the 3 years of CIVICUS' Irish Aid project (2011-2014) and include all activities stated in the contract agreement.

Specific tasks

The external evaluator will take on the lead role of the evaluation, and be responsible for carrying out the following tasks:

- i. Develop evaluation framework and methodology and refine them in consultation with CIVICUS' Civil Society Watch Coordinator and CIVICUS' Monitoring and Evaluation team;
- ii. Hold meetings with relevant CIVICUS officials, partners, beneficiaries and donor (Irish Aid);
- iii. Develop the evaluation tools and conduct validation and field testing of the same;
- iv. Assess the systems established for implementing the project and make recommendations for improvement;
- v. Assess the capacity development interventions CIVICUS has undertaken with partners and their effectiveness;
- vi. Prepare the evaluation draft report and present the findings; and
- vii. Revise based on feedback and submit final report.

4. METHODOLOGY

The evaluation is expected to build on the available monitoring and evaluation data available on the project. The evaluator will be expected to utilise various evaluation techniques and research methods, including a desk review of CIVICUS' monitoring information and other relevant documents, focus group discussions, key informant interviews, semi-structured interviews and observations, among others.

4.1 Data collection methods and tools

a) Document Review

Amongst others, a review of the following documents is required:

- Contract agreement (CSF021-1101)
- Narrative and financial reports (2011-2013)
- Sub-partnership agreements
- Partner narrative and financial reports
- Partner impact reports
- Annual Report (2011-2014)
- CIVICUS' Strategic Priorities (2013-2017)
- CIVICUS' Operational Plan (2013-2017)
- CIVICIUS External Evaluation (2008-2010)

b) Focus Group Discussions

If possible, focus group discussions will be held with key stakeholders at International Civil Society Week.

c) Semi-Structured Interview

Semi-structured interviews will be carried out with selected individual male and female staff and beneficiaries of the Irish Aid project. In addition, this method will be used to gather information from donors and government authorities at various levels.

d) Observations

Careful and systematic observation regarding the operations will be carried to capture primary information. The evaluation team will also observe practices within selected civil society.

e) Key Informant Interviews

This method is important to capture the views and professional opinions of people who know about the circumstances on the ground and the Irish Aid project in particular. Both internal and external stakeholders will be contacted to ensure that the evaluation reflects the views of all CIVICUS stakeholders. Such persons should be identified from among implementing partners, members, beneficiaries and donors.

f) Most significant change stories

It is suggested that the evaluator should collect stories of change from identified beneficiaries. The stories will focus on what the beneficiaries consider to be the most significant change CIVICUS has brought to their lives, capacities or way of operating.

4.2 Data analysis

The evaluator will be expected to produce detailed data/information analysis methods to collate, analyse and interpret data. It is suggested that the evaluator employ triangulated data analysis procedures.

4.3 Evaluation sites

It is suggested that if the timeline allows that [CIVICUS' International Civil Society Week](#) taking place from 21-24 November, in Johannesburg, South Africa, be the primary forum for engaging project beneficiaries in face-to-face meetings and interviews. Key stakeholders based elsewhere and unable to attend ICSW will need to be involved through information and communication technology.

5. DELIVERABLES

- i. Detailed evaluation framework and plan endorsed by CIVICUS;
- ii. Development and finalisation of the evaluation tools, framework and methodology;
- iii. Draft report;
- iv. Presentation of the evaluation findings in draft report to CIVICUS management and staff; and
- v. Finalised report based on consolidated comments from the above-mentioned stakeholders.

The evaluator should submit the draft and final reports in soft copy to the evaluation team at CIVICUS for approval.

6. TIME FRAME

The evaluation will run for 25 effective days commencing 13 October 2014 and completing by 12 December 2014. The tentative work plan, to be agreed upon is outlined in the table below.

	Activity	No of Days	Location	Person responsible
1	Briefing	1/2 day	Remote	External Evaluator, CIVICUS M&E team, CSW Project Coordinator
2	Document review	4	Remote	External Evaluator
3	Development and revision of evaluation tools, framework and methodology	4	Remote	External Evaluator
4	Data gathering, interviews, meeting utilising using information and communication technologies	4	Remote	External Evaluator
5	Travel	2	-	External Evaluator
6	Face to face meetings, interviews, focus groups with stakeholders	3	International Civil Society Week (SA)	External Evaluator
7	Data analysis and report writing	5	Remote	External Evaluator
8	Validation and debriefing meeting	½ day	Remote	External Evaluator; CSW Project Coordinator; CIVICUS evaluation team; Management Team
9	Revision and submission of final report	2	Remote	External Evaluator
	TOTAL DAYS	25		

7. JOB REQUIREMENTS

- i. Experience evaluating NGOs and non-profits;
- ii. The ability to act with discretion, to not put human rights defenders and civil society representatives at risk through extra publicity or the disclosure of sensitive data or information;
- iii. Good knowledge of civil society issues and the challenges facing African Human Rights Defenders; and
- iv. Knowledge of the human rights workings and mechanisms of the UNHRC and ACHPR.

8. MODE OF APPLICATION

Please send non-returnable copies of CVs, testimonials and sample of previous work by Friday, 3 October 2014 to humanresources@civicus.org

All applications should include the following:

- Cover letter (max 1 page)
- Technical proposal (max 4 pages)
The technical proposal should include:
 - (i) Previous experience in this kind of work
 - (ii) Profile of consultant

- (iii) Understanding of the TOR and the task to be accomplished
- (iv) Draft evaluation framework and plan
- Financial proposal (max 2 pages)
The financial proposal should be submitted together with the technical proposal. Data collection and data processing costs are on the account of the consultant, and the consultant should use his/her own computer.
- Samples