NHRI·EU

Terms of reference

**EXTERNAL EVALUATION
OF
CAPACITY BUILDING OF NATIONAL HUMAN RIGHTS INSTITUTIONS,
PHASE 1**

I.   Background

The Global Alliance of National Human Rights Institution (GANHRI) mandated the Danish Institute for Human Rights (DIHR) to implement this European Union (EU) funded project on behalf of GANHRI. DIHR is the grant manager with the overall responsibility for the implementation of activities and management of funds. DIHR is Denmark's national human rights institution (NHRI) and GANHRI has accredited DIHR as an "A-status NHRI".

The three regional secretariats – the Asia Pacific Forum of National Human Rights Institutions (APF); the European Network of National Human Rights Institutions (ENNHRI); the Network of African National Human Rights Institutions (NANHRI) – and Red de Instituciones Nacionales Para la Promocion de los Derechos Humanos en le Continent Americano (the Americas network); as well as GANHRI, are co-applicants/partners in the project. The project was designed through a process of consultation both prior to adoption of the project as well as during the inception phase. Consultations took place with GANHRI and all the NHRI regional networks and their secretariats to collect inputs on the design of the project including the goals, results, activities, methodologies etc.

The EU contribution to this grant is 5.000.000 EUR, which is 97% of the total grant, and supplemented by funds provided by DIHR. The implementation period is 37, 5 months. The project started in mid- November 2015 and will end on 31 December 2018.

Under the UN Principles relating to the Status of National Institutions (Paris Principles), the responsibilities of NHRIs include advising government and public authorities on any matter relating to human rights; reviewing legislation; investigating and reporting on human rights situations; promoting national compliance with international human rights instruments; human rights education; combating discrimination; and cooperating with international and regional bodies and other NHRIs.

In 1993, NHRIs established the International Coordinating Committee (ICC) of National Institutions for the Promotion and Protection of Human Rights. In

2016, ICC was renamed the Global Alliance of National Human Rights Institutions (GANHRI). GANHRI's subcommittee on accreditation undertakes accreditation and periodic peer assessment of individual NHRIs' compliance with the UN Paris Principles. NHRIs have also established four regional networks: APF, ENNHRI, NANHRI and Red de Instituciones Nacionales Para la Promocion de los Derechos Humanos en le Continent Americano.

NHRIs have increased to over 120 institutions worldwide and have strengthened their role and actions to encourage governments and other actors to promote, protect and monitor human rights. However, NHRIs face challenges in fulfilling their mandates. Almost one-third of NHRIs worldwide do not fully meet the UN Paris Principles. Lack of full cooperation or compliance by governments or other public authorities hinders NHRIs to effectively monitor and remedy human rights violations.

While the beneficiary of this project is the NHRIs, the regional networks and GANHRI are partners as well as beneficiaries.

The overall objective of the project is to strengthen NHRIs and their regional and international networks. The project will reach this aim by strengthening NHRIs individually and collectively in line with the UN Paris Principles. More specifically the project will increase their impact and effectiveness in promoting and protecting human rights, with focus on their activities related to monitoring and reporting, human rights education, business and human rights, and economic, social and cultural rights. Furthermore, the aim is to strengthen NHRIs' collective impact to promote and protect human rights at regional levels by strengthening regional NHRI networks and GANHRI stakeholders.

To develop the capacities of NHRIs, the project has applied a blended learning methodology, which combines e-learning with face-to-face training and support follow-up interventions that are tailor made through a re-grant mechanism for the national context of individual NHRIs. The re-grant mechanism is the last step in the capacity development model, where the NHRIs can locally implement small projects within the topic they have received education in (e-learning and face to face) and in this way 'practice' their newly gained knowledge. Technical assistance is provided by DIHR and other experts within the networks.

Parallel to this, a separate track in the project enhances the capacity of GANHRI and the regional networks and secretariats through institutional and network development. The methodologies applied varies depending on the specific needs of each network. There is a common focus on strategic

anchoring within the networks and the activities have centred on network development as well as project management, knowledge management and change management, communication and digital transformation.

II.   Objectives and Scope of the Work

The objectives of the evaluation are three folded:

1. To assess expected and unexpected outputs and outcomes delivered by the project.
2. To summarize the implicit theory of change of the project and to assess its validity.
3. To inform the development of the second phase of the project.

The evaluation will consider the expected objectives, specific indicators and expected results, which are formulated in the project document and assess to what extent they have been fulfilled or whether the project has led to unexpected outcomes. The evaluation will also consider the implementation process and its contribution or attribution to strengthening the capacities of participating NHRIs and that of the regional NHRI networks and the GANHRI network.

III.   Evaluation Criteria and Evaluation Questions

The evaluation must apply the OECD/DAC criteria for evaluations of development assistance[1], which includes the five main criteria: Relevance, Effectiveness, Efficiency, Impact and Sustainability.

> Relevance

1. To what extent are the project's objectives relevant to the targeted NHRIs, in relation to their organisational needs and the national contexts in which they operate?

2. To what extent do the project's activities reflect and support the needs and priorities of targeted NHRIs, the regional networks and GANHRI?

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[1]

http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

3. How relevant, has the selected topics for the blended learning been for creating change at the organisational level of the targeted NHRIs?

➢ Effectiveness

1. What are the expected (and unexpected) outcomes that has been an attribution or contribution of the project to strengthen the capacities of NHRIs and their regional and international networks?

2. After summarizing the implicit theory of change of the project, what is the assessment of its validity?

3. Did the cooperation between DIHR and the regional secretariats rest on clear understanding of roles, functions and responsibilities?

4. To what extent has the project contributed to NHRIs' ability to effectively address the four topics as a result of support provided? Assess the measured test results on the four topics in the blended learning across regions. What does the material indicate in terms of when, where and how the e-learning, face-to-face workshops or re-granting produced most effect?

5. Did the project provide the needed expertise in a timely and adequate manner?

6. Did the management of the project rely on effective and transparent project structures, systems and procedures?

➢ Efficiency
1. Are the objectives achieved financially? Are there any major deviations in the main budget lines? If so, did DIHR mitigate those in a timely, appropriate and effective manner?

2. Did the project expend the funds in a reasonable way ensuring efficient use and as much value for money as possible?

3. Has DIHR provided systematic and ongoing financial management including guidance and support to the partners? Did DIHR and the partners meet the financial requirements of the EU?

➤ Impact

1. How well did the project outcomes contribute to the realisation of the objective of strengthening the capacities of NHRIs as well as the regional and international networks?

➤ Sustainability

1. Are the positive outcomes or impacts sustainable?

2. Assess if the methods adopted by the project to encourage change of behaviour in fact did so (action plans, re-grants) and whether it is likely to continue. Are there examples of NHRIs or network secretariats drawing learnings from the project and replicating this into other areas?

3. Are the regional networks and GANHRI taking ownership of the capacity development assistance provided to them in the project? Assess if these partners replicate and expand in the assisted areas beyond the project period.

Lessons learned and recommendations

Prepare a summary of the lessons learned and main findings, which have come up during the evaluation process pointing towards recommendations for the continued partnerships in the project. This can include changes or adjustments:

- Concerning the objectives, outputs and outcome
- Concerning methodology in capacity development
- Concerning the selected topics in blended learning
- Concerning any other areas

Do the outcomes and results of the project point towards successes, which should be replicated or further developed, or weaknesses requiring alternative topics, ways or approaches to be adopted in the next phase of the project?

Have partners expressed any perceived upcoming needs relating to methods, topics or needs for adjustments of these?

Based on the collected input formulate proposed thematic priorities and methodologies for the project document of the second phase.

IV.   Methodology
The evaluation consists of three stages:

1. Initial meeting (1 day)
The evaluation consultant will meet with DIHR in Copenhagen for the initial introduction to the evaluation assignment. The DIHR project team will, on the first day, discuss the terms of reference and programme for the field visits.

2. Desk study review (5 days)
The evaluation consultant will review the following project documents:

- o   Project document including annexes (contract)
- o   Partner contracts
- o   Annual EC report, 2 annual reports
- o   Baseline studies / surveys
- o   Learning Needs Assessment
- o   Financial reports
- o   Kick-off reports and mission reports
- o   Partner evaluations and DIHR internal review (2018)
- o   Strategy plans of DIHR and partners
- o   GANHRI sub-accreditation recommendations of individual NHRIs where relevant
- o   E-learning productions, learning effect tests, face to face workshop materials and evaluations
- o   Documents/reports from context partners and Strategihuset
- o   Newsletters
- o   Logframe for project phase 2
- o   List of addresses of partners, stakeholders and key persons

3. Field visits (15 days)
The consultant will conduct interviews with:

- o   GANHRI chair, GANHRI management and staff
- o   Regional coordinators and staff of the regional secretariats: NANHRI, ENNHRI, APF, Americas including Devco, EU

- o Relevant DIHR management, project team as well technical, financial and administrative staff involved in the project
- o Selected bureau members and individual NHRIs having participated in project activities
- o Selected NHRIs who have received re-grants
- o Subcontracted experts such as FINEP, Context partners, Strategihuset and Peopleway

Field visits will be planned to selected partners including when possible activities of the projects, where NHRIs are directly involved. If interviews and meetings with partners cannot take place in person, it will be arranged through skype meetings or conference calls.

When conducting interviews the consultant will do so in a participatory manner to ensure that findings and conclusions reflect the understanding and viewpoints of those involved in the project cooperation. This serves the purpose of ensuring a process, which includes in an equal manner everybody involved and a continued joint understanding of strength and weaknesses as well as opportunities and directions in the further partnership.

4. Reporting (5 days)
The evaluation report shall be written in English and should not exceed 30 pages, excluding annexes. The report should be of analytical character; it should present an assessment of the findings and results collected in the desk study and interviews. Lessons learnt, conclusions and recommendations should also be included pointing toward the second project phase. The following enclosures shall be attached to the report:

• Terms of reference
• List of persons interviewed
• List of documents assessed

The draft report will be submitted to GANHRI, ENNHRI, APF, NANHRI, Americas and DIHR for comments. Within 10 days, the written comments have to be given to the consultant. The comments will be considered and adopted into the final evaluation report by the consultant no later than 5 days after receiving the comments.

V.   Outputs

The evaluation consultant shall prepare an evaluation report no longer than 30 pages, excluding annexes.

VI.   Consultant

A tender process is initiated allowing for an open call for interested, qualified and experienced candidates. Based on qualifications and the tender criteria the best candidate will be chosen.

The candidates are requested as a part of the application to propose and specify how the evaluations is to be carried out to achieve the objectives of the evaluation.

The sub-contracted external consultant will conduct the evaluation. The consultant holds expertise and experience in the international mechanisms and standards in human rights including the roles and functions of NHRIs and has substantial experience in the practices and performance of these at the national level. The consultant furthermore holds extensive knowledge in the global and regional networks of NHRIs.

The consultant is experienced in conducting evaluations of this scale involving a series of partners in a global intervention. This requires a high degree of accommodating and engaging with cultural diversity, beliefs and practices on one hand and to regards and review the collective structure and process on the other hand.