



TERMS OF REFERENCE FOR A CONSULTANCY TO CONDUCT END OF PROJECT EVALUATION FOR THE PROJECT TITLED “TO PROMOTE AWARENESS AND UNDERSTANDING OF HUMAN RIGHTS”

1. Background and context of the project

The Human Rights Centre Uganda (HRCU), Uganda Human Rights Commission (UHRC), and African Centre for Treatment and Rehabilitation of Torture Victims (ACTV), with support from the Austrian Development Cooperation, is implementing a three-year project titled “Promote awareness and understanding of human rights”, in selected districts of central and Northern Uganda” from June 2018-June 2021. This is a follow-on project building from phase I implemented from, 2014-2017 in eastern Uganda. The project contributes towards the reduction of human rights violations committed by Ugandan institutions of the Justice Law and order (JLOS) while empowering citizens to know their human rights and obligations.

The overall project objective was to promote human rights awareness and understanding in order to improve the access to and delivery of justice in selected districts of the central and northern regions of Uganda.

The project has three result areas

- I. To increase knowledge of 480 (160F/320M) officers of law enforcement and implementation agencies in the JLOS and other key arms of Government about the provisions of Public Order Management Act, 2013, Prevention and Prohibition of Torture Act (2012) (PPTA), the human rights standards and the human-rights based approach to law enforcement and implementation;



- II. To enhance the capacity of law enforcement and implementation agencies in the JLOS and other key arms of government to apply human rights standards in the implementation of POMA and PPTA Acts
- III. To increase awareness among 1500 men and 500 women of the human rights standards to be respected and protected under the aforementioned laws.

The project anticipated to directly reach 2500 beneficiaries including 480 law enforcement and implementation officers of the justice law and order sector and other key arms of government (Police and prison officer, army officers, state attorney and judicial officers in the target regions and districts, 20 trainers and at least 2000 members of the public including Human rights defenders directly reached during trainings, workshops and community meetings.

2. Evaluation purpose, audience and use

The project evaluation is targeted at establishing key achievements realized in implementation of the Project. The purpose of the evaluation is to assess the overall project performance, and to provide feedback for new strategic directions or implementation designs, and delivery. The evaluation will assess what has worked, what did not work so well, key lessons learned and what should be emphasized or adjusted, in the potential phase III. This will essentially cover the analysis of the process of implementation, the changes that have occurred as a result of the project's intervention, opportunities and constraints that have been encountered, important lessons that have been learnt and recommendations for future design and implementation

Overall the evaluation has the following objectives;

- a. To assess the relevance and appropriateness of the approaches employed by the project to achieve the project objectives and to assess how well the project addressed the key issues or problems identified at the inception of the project.



- b. To assess the effectiveness/extent to which the project objectives as spelt out in the project proposal were achieved; Critically assess the performance of the Project in meeting its objectives as stipulated in the Results Framework; appraise the organizational arrangements/partnerships; namely HRCU, UHRC and ACTV, as well as the operational arrangements in the project implementation and administration that were critical in meeting the project objectives.
- c. To review the efficiency in the utilization of resources to produce the required quality of outputs/outcomes; Assessing whether the project has been cost effective in achieving the desired outcomes; undertake operational efficiency and financial sustainability.
- d. Critically assess whether the project outputs, are beginning to yield into outcomes, both intended and unintended.
- e. To assess project sustainability; to assess the extent to which the project's contribution on the targeted JLOs actors will continue after the end of project's work in the project area.
- f. To document key challenges, best practices and lessons learned and make recommendations that may be helpful in the design of the potential phase III of the Project.

The evaluator is expected to have a comprehensive review of the project's three years i.e. Jun 2018-Jun 2021, and produce an evaluation report that is supported by evidence, this report will be submitted to HRCU, UHRC, ACTV and the funder as a basis for a potential Phase III funding.



3. Evaluation criteria and questions

In light of the purpose of the evaluation highlighted above, the evaluator must answer the following questions in order of importance and priority to assess the performance of the project following DAC criteria and specific questions shall allow assessing the achievement.

- g. Did the overarching and specific strategies of the project remain relevant in the changing human rights context, did the project adapt adequately its strategies and remained relevant to address this changing human rights context?
- h. To what extent do JLOS actors, civil society representatives, and the beneficiaries in target districts demonstrate an improved understanding of human rights standards and view compliance with those standards as the norm?
- i. Did the project strategies and approaches promote sustainability of the initiatives supported by the project to JLOS actors?
- j. What effect has the project had on the JLOS actors, human rights defenders and selected community beneficiaries, including opinion leaders, women, and youths?
- k. Did the project effectively coordinate with other programs or partner organizations working on increasing awareness and understanding of human rights based approaches i.e. UHRC, ACTV, and UNOHCHR?
- l. What have been the achievements, bottlenecks and lessons learned during the implementation of the project?

The questions listed above are to be conceived as guiding questions only, and the evaluation team is not limited to them. The refining and further elaboration of the questions should be done by the evaluation team and included in the inception report.



According to the findings and conclusions obtained from the answers to these questions, the evaluator must help provide finding, conclusions information, recommendations and lessons learnt. It should offer findings that will allow HRCU to make decisions for improving the sustainability of the project's impacts, also it should indicate which selected actions or activities should be further emphasized, modified, or eliminated, and why in the potential Phase III of the project.

4. Methodological approaches

The evaluation team must propose the design and methodology that will generate the highest-quality and most credible evidence that corresponds to the evaluation purpose and questions. This design and methodology should take into account the following;

The Evaluation methodology will be a combination of qualitative and quantitative approaches for data collection and analysis. Essentially, this will entail: Desk review of key program documents and program implementation progress reports. Such documents shall include but not limited to the background project documents; Project proposal; progress reports; baseline reports, mid-term evaluation and other key documents related to the project.

The main evaluative evidence will be obtained from detailed original review of the implementation and outputs of the project. This will encompass an analysis of existing data (administrative, operational and financial), interviews and discussions with key officials at HRCU, UHRC and ACTV, field visits to target districts, and discussions with key stakeholders.

To enrich the qualitative data obtained through the above qualitative methods, the Consultants shall also administer questionnaires to a representative sample size of human rights defenders, JLOS actors and other relevant key informants.



To enhance likelihood of achieving the evaluation objectives stated above, the consultants shall work closely with the Snr M&E officer at HRCU to ensure effective coverage of the project areas. It is expected that the consultants will develop and institute an in-field quality control. The findings generated will be complemented with qualitative analysis based on focus group discussions with main participants/beneficiaries in the Project as well as JLOS actors.

A more detailed and/or revised methodology is expected of the consultant, at the inception of the assignment. The detailed methodology to be used for evaluation is expected to be outlined by the Consultants in the Inception Report. In order to objectively achieve the purpose above, the evaluation methodology will be guided by the following ethical rules/considerations:

- m. Openness – of information given, to the highest possible degree to all involved parties
- n. Broad participation – the key stakeholders should be involved when relevant/possible
- o. Reliability and independence – the evaluation should be conducted so that findings and conclusions are correct and trustworthy.

Therefore, the consultant should conduct the study in accordance to the standards for effective evaluation (Joint Committee on Standards for Educational Evaluation, 1994) about utility, feasibility, propriety, and accuracy as well as the guiding principles for evaluators (American Evaluation Association, 2004) about systematic inquiry, competence, integrity/honesty, respect for people, and responsibilities for general and public welfare.

Once the consultant has defined and agreed upon the design and methodology with the project staff, he or she must continue to collect, organize, filter, compile, analyze, summarize and present the field information collected. Once that is finalized, the evaluator must deliver existing statistics, records, studies or qualitative information available in secondary sources and all the



data sets of the Evaluation to HRCU. The analysis will offer findings and conclusions that will concretely respond to the evaluation questions listed above.

5. Deliverables and reporting requirements

The Evaluation Team is expected to begin work immediately upon contract signature within 14 working days. The Team must submit to HRCU the deliverables detailed in the following table, taking into account the timeframes presented below.

Deliverables	Timeframe	Descriptions
Inception report	Within 14 days of signing contract	<p>The Inception report shall include the detailed proposed methodology, refined and specific evaluation questions, implementation plan, clear timelines, key tasks, and deliverables.</p> <p>During this time the evaluation team will hold online/ physical meetings with the project team to seek their guidance, clarification and guidance on the draft evaluation design and work plan, sources of secondary data and list of documents, and list of stakeholders.</p>
Weekly reports	Each week, beginning with the third week of the activity until fieldwork is completed	<p>The fieldwork will begin within 3 weeks after the start of the evaluation.</p> <p>The Team will report to the Snr. M&E Officer or his designate each week in person, by telephone, or in writing as will be agreed during the planning phase.</p>



Draft evaluation report	Two weeks after the data collection in primary sources have been completed the evaluation Team should deliver a draft of the report	The Evaluation Team must submit to HRCU, a draft electronic report including conclusions, findings, recommendations, best practices and lessons learned for HRCU’s review, discussion, and feedback. HRCU will submit comments on the draft report to the evaluation team, two weeks after receipt of the draft report
Final report	One week after receiving HRCU’s comments	The Evaluation Team will submit the final report electronically to HRCU. This report will incorporate all comments received. The Evaluator will also submit a table that lists each comment, the response to the comment, and changes resulting from the comment. This same table will also indicate if no changes were made. After this submission, HRCU can still send comments as final adjustments before approval and acceptance of the final report.
Presentations of the Evaluation	Two weeks after accepting the final report.	The evaluation team is expected to hold dissemination/debriefing/meeting. It may include at least 2-4 slides final presentations in person/online to discuss the summary of findings and recommendations with HRCU. These presentations will be agreed upon in the later



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6. Geographical area for the evaluation.

The evaluation activity will be conducted in Uganda, specifically in the target districts of Gulu, Kampala, Mukono and Wakiso.

7. Period of performance

It's expected that this evaluation will be carried out for the period of 14 weeks.

8. Evaluation roles and responsibilities

- ❖ The evaluation team will report to the Snr M&E Officer or his designate
- ❖ The Snr M&E officer will process the introductory letter to the consultant to facilitate communication.
- ❖ Process and make timely payment to the consultant
- ❖ Lead in validation and approval of the final report

8.1 Consultant team leader/ Individual candidate

- ❖ The consultant firm/or applying as individuals must select a team leader who will lead all discussions and correspondences with HRCU
- ❖ The team leader must be an experienced evaluator with the following descriptions, qualifications or experience
 - The Team Leader will have overall responsibility for all aspects of the study. S/he will be primarily responsible for communicating technical issues with, developing and implementing the detailed evaluation methodology, managing and implementing the work plan and all related evaluation team activities, guiding the collection of data through surveys, and leading the writing of the evaluation report. S/he will also be responsible for presenting findings during briefings, and final presentations.
 - Possess a master's degree in Monitoring and evaluation, human rights, Public policy, Development studies or any other relevant field of study.
 - At least 5 (five) years of experience participating in human rights based approach field-based evaluations.
 - For a consultant firm involving two or more individuals gender balance is a requirement
 - Good understanding of human rights defenders' issues in Uganda
 - Familiar with both POMA and PPTA legal framework in Uganda
 - Good analytical skills



- Excellent written and oral communication skills in English
- Must not have been involved In project activities

9. Proposed payments

Payments will be made as per schedule of deliverables below;

- 30% on presentation of the inception report
- 70% on presentation of final evaluation report.
- The consultant will develop a detailed budget and work plan based on the details in the TOR.

10. Evaluation report format

The final evaluation report will be presented in PDF format, presented in electronic copy, the report will be typed and written in Times New Roman, 12 front size and 2.0 spaced.

The evaluation final report should include an abstract; executive summary; background of the local context and the strategies/projects/activities being evaluated; the evaluation purpose and main evaluation questions; the methodology or methodologies; the limitations to the evaluation; findings, conclusions, and recommendations.

The executive summary should be 2–5 pages in length and summarize the purpose, background of the project being evaluated, main evaluation questions, methods, findings, conclusions, and recommendations and lessons learned.

For quality purposes, the draft and final evaluation reports will be evaluated against the following criteria to ensure the quality of the evaluation report,

- Evaluation reports should represent a thoughtful, well-researched, and well-organized effort to objectively evaluate the strategy, project, or activity.
- Evaluation reports should be readily understood and should identify key points clearly.
- Evaluation reports should adequately address all evaluation questions as documented and revised in consultation and agreement with HRCU.
- Evaluation methodology should be explained in detail and sources of information properly identified.



- Limitations to the evaluation should be adequately disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, covid'19, language etc.).
- Where recommendations are included, they should be supported by a specific set of findings and should be action-oriented, practical, and specific.
- For more details, see **Evaluation Policy of the Austrian Development Cooperation**. It will further be shared during the inception meeting with the selected Consultant.

11. Consultant selection criteria

The proposals will be evaluated according to the following criteria;

- a) Technical and financial proposal (30%).
- b) Proposed personnel for the assignment (refer to point “d” below) (30%)
- c) Corporate capability (10).
- d) Demonstrated experience with contactable references in evaluation of Governance and Human Rights (skills and experience at Masters’ Level or better) (30%).

All interested consultant firms or individual candidates should send the relevant documents to snalukwago@hrcug.org not later than 16th July 2021.