

Terms of Reference for a short-term consultancy project to design a Learning and Assessment framework for the Fund for Global Human Rights

Proposals due by July 30, 2018 Submit to: iraveneau@globalhumanrights.org

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1. Title	Learning and Assessment framework for the Fund for Global Human Rights (The Fund)
2. Background & Context	<p>The Fund for Global Human Rights supports courageous activists who dare to speak truth to power, challenge wrongdoing, and strive to build a more just and equitable world. By investing in those on the frontlines of human rights struggles, we help build stronger, more resilient movements that can take on abusive actors—and win. We envision a world where all people live with dignity and are able to secure their rights. Since 2003, the Fund has made over \$85 million in grants and facilitated thousands of hours of capacity building for over 620 human rights organizations in Asia, Africa and Latin America. Thematically, our key areas of focus include access to justice, equality for vulnerable populations, and land and resource rights.</p> <p>The Fund recently reformulated its Theory of Change as the strategic framework to guide its programs. As a next step, we will develop a new system of learning and assessment to test our assumptions and evaluate our grant-making strategies.</p> <p>See attached one-page version of our theory of change.</p>
3. Intended users	Staff across the various departments of the Fund, grantees, and other external stakeholders including peers, donors, and the broader philanthropic community.
4. Objective/Purpose of the framework	To test our assumptions and evaluate our strategies by collecting data around outcomes and developing mechanisms to 1) document, learn from, and reflect on the findings; 2) inform decision-making aimed at improvement as well as 3) share findings and lessons across the organization and with external audiences.
5. Guiding principles and approach	<p>The Fund’s approach to Learning and Assessment is one that is:</p> <p>Rooted in our theory of change; using a few meaningful indicators tied to organization-wide outcomes as well as tracking grantee-based metrics by country, region, and issue</p> <p>Holistic; accounting for non-linear progress, reversals, and unintended impacts through nuanced qualitative analysis</p> <p>Organic and internally-driven; in line with our needs and priorities; as well as our existing processes</p> <p>Evidence-based and actionable; resulting in data that is useful and relevant to</p>

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	<p>key stakeholders</p> <p>Strategic; facilitating identification of shifts in the context, as well as emerging opportunities for “tipping point” or catalytic interventions that can lead to systemic change</p>
6. Scope and Focus	<p>The <u>Scope</u> will include a short-term project to design a Learning and Assessment framework based on the outcomes described in the Fund’s theory of change. Further background material available and which will be provided include: an organization-wide needs assessment on learning & assessment, annual strategy documents, and grantee data.</p> <p>The <u>Focus</u> will be on identifying the appropriate tools, systems, and methodology necessary to address the proposed <u>objective</u>.</p> <p>Draft Lines of Inquiry</p> <ol style="list-style-type: none"> 1. What is the role of the Fund’s grant-making and other support in strengthening frontline activism and movements, and how is it contributing to changes in behaviors, practices, attitudes, and knowledge around human rights? 2. What are the main factors contributing or leading to these results? 3. Which strategies (types of interventions) are working/not working; What are the identified strengths and weaknesses of our approach to improving human rights worldwide and how will this inform our work moving forwards; which of our underlying assumptions are accurate, and which need revising? 4. Considering the above, what kind of program changes should we explore? What should be replicated, scaled up or discontinued? (i.e. are we doing the right things and on a large-enough scale?) 5. How can we contribute to a broader evidence base documenting the relevance and effectiveness of our approaches? What key lessons are we learning and how do we share that knowledge with others (our colleagues, peers, and donors; as well as the broader human rights field and beyond)?
7. Participants in the development & design	<ul style="list-style-type: none"> • The participants in this process will be Fund staff involved in program, development, communications, and grants management; project led by VP Programs with support from the Director of Regional Programs and Learning and Assessment project coordinator.
8. Roles and Responsibilities	<ul style="list-style-type: none"> • The roles and responsibilities of the various participants will be: <ul style="list-style-type: none"> ○ The consultant shall be responsible for carrying out the design of the project in accordance with the terms of reference ○ The VP for Programs shall be responsible for overall project oversight, along with the Director of Regional Programs ○ The project coordinator shall be responsible for liaising between the consultant and the Learning and Assessment advisory group ○ The members of the Learning and Assessment advisory group will provide feedback and input as needed

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9. Process guidelines	The consultant will submit a proposed work plan to design a Learning and Assessment system following a process in line with these terms of reference.
10. Deliverables and Milestones	<ul style="list-style-type: none"> • Delivery of framework consistent with these terms of reference, to include: proposed new or re-designed data collection and analysis tools and processes as well as templates for tracking, management, and reporting purposes. <p>Likely steps involved in the process and tentative dates below. <i>Note: These may be revised as needed.</i></p> <ul style="list-style-type: none"> • Start date: <u>September 3, 2018</u> • Initial meeting with the advisory group: <u>mid-September</u> • Interim report-back to advisory group due by: <u>end of September</u> • Draft report due by: <u>October 31, 2018</u> to include a draft presentation to be shared with Fund board members* <p>*(To be presented to Learning and Assessment advisory group, including chair of the Board Program Committee)</p> <ul style="list-style-type: none"> • Final report due by: <u>November 30, 2018</u>
10. Consultant Qualifications	Experience in internationally-operating NGOs; experience carrying out monitoring and evaluation analysis, planning, and design essential; translating theory of change into proxy indicators and working with narrative evaluation. Experience and knowledge of the human rights field highly desirable. Three (3) references required.
11. Cost parameters for the L&A design	<ul style="list-style-type: none"> • The anticipated budget for the project is in the \$10K-\$20K range depending on the level of experience, time, and engagement proposed. • Proposal must include a work plan along with a detailed quote breaking down number of work days and associated costs