

## 8. ANNEXES

### ANNEX 1. EVALUATION TERMS OF REFERENCE

Terms of Reference - International Consultant for Evaluation of the Global Human Rights Strengthening Programme (GHRSP)  
2008 – 2015

<b>Job ID / Title</b>	International Consultant for Evaluation of the Global Human Rights Strengthening Programme (GHRSP) 2008 – 2015
<b>Scope of Advertisement</b>	Globally advertised (including jobs.undp.org)
<b>Category (eligible applicants)</b>	External
<b>Bureau / Dept</b>	BPPS, Governance and Peacebuilding Cluster
<b>Application Deadline</b>	03 April 2015
<b>Type of Contract</b>	Individual Contract
<b>Post Type and Level</b>	International Consultant – Team Leader
<b>Duty Station</b>	Home based with possible travel (specific locations to be confirmed if required)
<b>Languages Required</b>	English
<b>Starting Date (date when the selected candidate is expected to start)</b>	13 April 2015 amended to May
<b>End of Contract</b>	30 June 2015 amended to September– no more than 50 working days

#### Background

The United Nations Development Programme (UNDP), based on its past experience and lessons learned of its Human Rights Strengthening Programme (HURIST; 1999-2006), launched a successor Global Human Rights Strengthening Programme (GHRSP; 2008-2015), administered by UNOPS, to “mainstream human rights into its policies, programmes and processes, and provide meaningful guidance to the application of a human rights-based approach to UNDP programming processes”, by grounding its activities under the three strategic overarching areas identified in its 2005 Human Rights Practice Note - *Human Rights in UNDP*: 1) *Support to National System for the Promotion and Protection of Human Rights*; 2) *Promoting the application of a human rights-based approach to Development Programming*; and 3) *Greater Engagement with the International Human Rights Machinery*.

The GHRSP expected outcome as stated in the original project document aimed at ensuring that by 2013, corporate policies and programmes have firmly integrated human rights, including in the results based management tools, evaluation methodologies etc. Moreover, a substantial number of Country Offices will have adopted a Human Rights Based Approach (HRBA) to Development Programming. The GHRSP was extended until July 2015. Within this context, the Programme:

Carries out **catalytic** work through the identification and promotion of new and best practices and approaches in the area of human rights;

Facilitates **progressive development of UNDP's capacity to mainstream human rights** in all its activities, including through the development and testing of guidelines and other knowledge products on a number of issues;

Supports **strategic global, regional and country level programming processes**, including through the capacity development of national partners and promoting south-south and north-south collaboration; and

Supports **knowledge management** and fosters and/or strengthens collaboration with partners within and outside of UNDP to, among others, ensure a coherent corporate approach to the integration of human rights in the operational activities for development.

The GHRSP's innovative and catalytic support has to date achieved some noteworthy results at global, regional and country levels, and its significant impact has been felt in some areas. Some of the results include the development of various cross-practice policy and human rights-based approach (HRBA) initiatives; global knowledge products and practitioners' guides (also with UN-wide applicability and recognition); various catalytic processes in bringing to the frontline issues relating to the most marginalized and vulnerable people, thereby further demonstrating the influence by the programme to entrench the principle of non-discrimination in policy, programming, and advocacy processes; organization of two global CoP meetings with over 160 UNDP practitioners to review and reposition UNDP's human rights for development mandate; formulation of new global and regional partnership frameworks (with UN and non-UN partners) to further consolidate agency specific and collective outcomes; supporting ongoing transition process in the Middle East and North Africa region; development of region-specific UNDP catalytic human rights policy, programming, advocacy, and partnership strategies (including engagement with regional mechanisms) as well as the institutionalization of capacity for implementation at the regional service centres; strategically positioning UNDP in the support to the Universal Periodic Review Process; and supporting various country level programming processes.

#### II. Evaluation Rationale, Purpose and Key Objectives

Since the launch of the programme, several developments have taken place at all levels, including at the inter-governmental levels, including the Quadrennial Comprehensive Policy Review (QCPR) of UN system operational activities, the new UNDP Strategic Plan 2014-2017, as well the preparations for the Post-2015 development agenda, all of which have a bearing on further advancing human rights in the development context. The GHRSP is due to end in mid-2015 and as such it is UNDP policy to evaluate results and seek to gather lessons learned from our engagement with the Global Programme. The results of the evaluation and lessons learned will also be pivotal in the consideration of a future Global Programme to support UNDP's human rights for development mandate.

#### Purpose

The purpose of this evaluation is to i) review progress and achievements against its expected objectives and outcomes over the programme duration, including lessons learned, and challenges faced by the programme; ii) review the impact/results of GHRSP interventions mostly at regional and global levels but also at country level where applicable, within the wider context of strengthening the promotion and protection of human rights in the UNDGP (iii) identify strategic opportunities for a continued engagement of UNDP and its partners with the aim of improving policy and programme support at all levels

#### Objectives

Within these contexts, and with the concurrence of the Project Board, UNDP is seeking to recruit an international consultant(s) to conduct the evaluation of the GHRSP with the following key objectives:

To review the results achieved by the GHRSP against its objectives, as set out in the Project Document, and UNDP's strategic positioning (internal and external) and niche in the area of human rights and human rights mainstreaming/human rights-based approach (HRBA) as well as the relevance and effectiveness of the results (including knowledge products produced) within the global and regional and country contexts.

To assess to what extent the impact at the global and regional level has impacted country programming and effectively contributed for the

advancement of human rights in select countries.

To identify lessons learnt and identify forward looking areas for improving results, impact, approaches and processes, particularly addressing how to integrate human rights in new development challenges and opportunities, including within new strategic plan of UNDP and within UNDP's current Agenda for Organizational Change.

To review strengths and weaknesses of the GHRSP and make recommendations to improve effectiveness and efficiency in any future offering on human rights for UNDP, including on more programmatic/operational ways forward.

To present key findings, draw lessons learned, and provide a set of clear and forward-looking options for the follow up engagement of UNDP in Human Rights policy and programme support To support recommendations following the UNDP restructuring and the new BPPS, on integrating human rights within the larger portfolio of rule of law, justice and security for one coherent approach to rule of law, justice, security and human rights and contribution to UN wide coherence and efficiency in areas such as the HRuF

Review options and recommendations on resource mobilization.

### **III. Scope of the Review:**

The scope of the evaluation corresponds to the GHRSP objectives and outcomes outlined in Section 1 above. The evaluation will also examine the relevance of the GHRSP in light of the human rights area within the ROLJSHR framework and the Strategic Plan, possible emerging needs and priorities and identify areas in which a follow up initiative would contribute the greatest value-added. The scope will also look into examining the relevance of a future global programming and how this could be integrated or complemented with other programming in the ROLJSHR team Results of GHRSP's outcomes and outputs should be reviewed particularly with the following perspectives/criteria in mind and in light of new or recently consolidated processes since the inception of the GHRSP:

Serve as catalytic in advancing UNDP BPPS strategy to fully integrate human rights into its policies, programmes and processes at global, regional and country level

Provide meaningful and practical guidance to the application of a human rights-based approach to UNDP programming processes. Impact on programming of UNDP activities and linkages with the broader Rule of Law work undertaken at country level for forward looking recommendations for more effective and coherent programming relevance

Extent of capacity development in UNDP (global, regional, country level) as a result of GHRSP activities.

Fund-raising and interaction with bilateral donors.

Extent of cooperation with other agencies in the UN System, with bilateral donors and non-governmental organizations for the purpose of furthering the human rights for development agenda.

The evaluation will assess programme performance mostly against the criteria of - Relevance, Efficiency, Effectiveness, Sustainability and Impact.

This paragraph includes suggested evaluation questions against the criteria listed below

#### **Relevance**

Was the programme able to meaningfully contribute to progressive development of UNDP's capacity to mainstream human rights at different levels and in different processes?

Did the GHRSP address the capacity development needs for mainstreaming human rights meaningfully at global level and did it have multiplying effects at country level?

The Evaluation of HURIST Programme (1999-2006) – GHRSP predecessor, found that the work performed in relation to the project objectives was very uneven, relating this partly to the fact that HURIST could only achieve results in the institutional space it was allowed. Has GHRSP been able to create a larger space for human rights activities in the Organization? If so, is it being utilized by GHRSP to further advance human rights in UNDP?

Did the GHRSP contribute to position UNDP as a solid partner in the human rights agenda?

What was the relevance of and possible synergies between GHRSP and other SP priorities and the cross-cutting areas of gender equality, capacity building and national ownership, particularly in relation to the GHRSP programme objectives and principles?

#### **Efficiency**

Did GHRSP resources focus on the set of activities that were expected to produce significant results?

What key factors underlined the effectiveness, usefulness, strengths and weaknesses of approaches and strategies applied by GHRSP? What risks and barriers to success were anticipated at the outset?

Were there any unanticipated events, opportunities or constraints? Were the anticipated policy influences achieved? Did alternative ones emerge?

What could be done differently in the future?

Are the resources allocated sufficient to achieve the objectives of the programme and fulfil the programme's mandate?

What effect did management and institutional arrangements have on GHRSP in terms of programming, delivery and monitoring of implementation of the programme at the Headquarters level and the regional level? What measures were taken to assure the quality of development results, both in relation to process and products, and to partnership strategies?

#### **Effectiveness**

GHRSP is designed to be *catalytic* and the funded activities serve to accelerate relevant human rights initiatives rather than to be the isolated source of funding. To what extent has GHRSP contributed to this ambition?

Are GHRSP approaches, resources, models, conceptual frameworks relevant to achieve planned outcomes?

Has the GHRSP been innovative and forward-looking in strengthening of the national human rights systems; the promotion and the application of a human rights-based approach to programming; and strengthening of the engagement with the international human rights machinery?

Has the GHRSP been instrumental in building and strengthening of capacity of staff for human rights based programming?

Has the GHRSP responded adequately to developments in the field of human rights throughout the duration of the Programme?

Did it set dynamic changes and processes that have the potential to contribute to long-term outcomes?

Did the GHRSP accomplish its intended objectives and planned results?

What were the unintended results (positive/negative) of the GHRSP interventions?

What changes can be observed as a result of the outcomes and at what levels (global, regional, National)?

The GHRSP supported UNDP regions and regional processes of support to national and country level. To what extent would it have been more effective to work directly at the national level rather than through the regions?

#### **Sustainability**

To what extent were GHRSP initiatives led by a concern to ensure sustainability? How was this concern reflected in the design of the programme, in the implementation of activities at different levels, in the delivery of outputs and the achievement of outcomes?

Has the GHRSP built and/or strengthened partnership for the implementation of UNDP Human Rights Policy and supported the building of new partnerships?

How has the GHRSP ensured sustainability of the results to which it contributed? Have there been exit/sustainability strategies developed?

#### **Impact**

Did the GHRSP interventions help improve/develop HR positioning, leadership, coordination, Partnership engagement? What can be attributed as the key impact?

Has the GHRSP helped regions/countries to share knowledge, experiences and lessons learnt as well as develop joint initiatives? Has the programme contributed to and / or facilitated South- South collaboration and sharing of good practices?

Have GHRSP interventions assisted regions/countries in mobilizing and leveraging resources, and opportunities? Key impacts?

#### **IV. Methodology:**

The methodology will be based on desk review and data analysis and structured interviews/consultations with HQ, Regions and Countries.

The evaluation consultant will study all documentation relevant for the implementation of GHRSP (to be provided by UNDP), including relevant project documents, regional strategies, partnerships, knowledge products, conceptual papers, as well as other relevant documents on GHRSP or GHRSP supported activities.

The consultant will interview persons associated with and/or knowledgeable about the GHRSP and human rights in UNDP (HQ, Regional Service Centers and COs), representatives of other UN Agencies (particularly the OHCHR) and key partners (for example, the ICC), some of the consultants involved and non-governmental organizations who interacted with the GHRSP. The Review will also seek information and assessments from some of the major donors to the GHRSP.

The consultant will interview relevant staff members and partners in selected Regional Service Centers chosen by the the GHRSP Management Team and selected COs that have received support.

The evaluation will be conducted in accordance with UNDP Evaluation Policy and relevant guidelines, including the UNDP Handbook on Planning, Monitoring and Evaluation. The consultant is not expected to travel to regions or countries but should it be deemed required for any reason the related travel will be covered aside by the GPSHR at the costs of regular DSA and an economy class ticket.

An advisory/Reference group will be established and consulted with regarding the review. This Advisory Group (AG) will consist of representatives from donor agencies / countries, key partners of UNDP in the GHRSP including a representative from the United Nations Office of the High Commissioner for Human Rights (OHCHR) The AG will be comprised of key resource persons relevant to guide/advise on the consultation process and as a sounding/reference board to support a quality evaluation process and results. Other possible members will include donors such as Norway, Denmark, Switzerland, ICC, DOCO amongst others - to be determined. The consultant is requested to present the final report to the GHRSP project board and the advisory group.

#### **V. Deliverables, timelines and Reporting:**

The consultant will work under direct supervision of the Governance and Peacebuilding Cluster Chief of Profession and in close coordination with the Team Leader or designated staff for the Rule of Law, Justice, Security and Human Rights Team (BPPS, New York).

The Consultant / team will produce the following deliverables under the estimated timelines:

Inception report— At the end of the first week of the assignment and based on a discussion at HQ, the Evaluation consultant will submit the Inception Report describing the overall understanding of what is being evaluated, the methodological/analytical framework for the evaluation and the proposed detailed schedule of tasks, activities and deliverables. The inception report should also include the evaluation matrix, showing how each of the evaluation questions will be answered by way: proposed methods, sources of data and data collection procedures.

Draft evaluation report after interviews/consultations finished (1<sup>st</sup> week May) for review/comments by UNDP BPPS Team (1 week for review and 3 days for incorporating comments)

Final evaluation report – 3rd week of May to be cleared by UNDP BPPS

Presentation of concise synthesis of key findings, lessons learned and recommendations in a stakeholders and partners meeting – 3rd week of May (timelines were extended by BPPS).

#### **VI. Qualification and Experience:**

Masters Degree or PhD in Law/Human Rights or related field. Additional knowledge governance and rule of law policies and/or results based management is an asset.

15 years of direct experience of working in the area of human rights at global, regional and national levels including programme design, management and monitoring and evaluation; experience in broader justice and rule of law work is an asset

Experience in carrying out UN(DP) programme reviews, evaluations, documenting lessons learned and providing recommendations to strengthen impact of global programme.

Knowledge of UN(DP) mandate and approach to human rights; work experience in development countries is a distinctive advantage.

Knowledge and experience of evaluation/review of global programmes and projects.

Strong research and analytical skills, both qualitative and quantitative.

Excellent oral and written skills in English.

Ability to perform tasks in a timely manner and produce quality final product.