

**World Organisation Against Torture (OMCT)**

**CALL FOR BIDS – Evaluating Network Impact Against Torture Project**

**Project Evaluation: Terms of Reference for an  
Independent Evaluation Consultancy for the Project:  
*‘Network Impact Against Torture (2016-2019)’***

**1. Introduction**

**The OMCT.** The World Organization Against Torture (Organisation Mondiale Contre la Torture – OMCT) was founded in 1985. Based in Geneva, but working through its large and active SOS-Torture Network working in more than 90 countries, it is among the largest civil society coalition fighting against torture and all other forms of cruel, inhuman or degrading treatment or punishment in the world. The mission of the OMCT is to contribute to the eradication of torture, summary executions, disappearances, arbitrary detention and other cruel, inhuman or degrading treatment or punishment and to provide protection to victims and potential victims through a global network of civil society organisations working in partnership and solidarity.

**The Project: “Network Impact Against Torture: Strengthening the local anti-torture movement worldwide”.** The OMCT SOS-Torture Network has been growing for over 30 years, with active members operating in more than 90 countries worldwide, and has been able to achieve high-profile and high-impact positive outcomes for human rights. The OMCT’s Project, Network Impact Against Torture: Strengthening the local anti-torture movement worldwide (the Project), is the result of a strategic decision by the OMCT Secretariat and General Assembly through our Strategic Plan 2017-2020 to build a dedicated programmatic infrastructure, staffing, and strategy of actions that would stabilize the Network, strengthen its members and support their increasingly collective actions, and seek to scale the Network’s impacts. The overall development goal that the Project aims to contribute to (impact level) is that:

- Torture and other cruel, inhuman or degrading treatment or punishment is reduced over the long-term by the coordinated action of a strengthened global network of civil society organizations providing assistance to under-served victims, conducting joint actions, and using systematic engagement with the UN Committee against Torture.

The project objectives to be accomplished within the project period (outcome level) are:

1. Stabilized or increased access to and receipt of direct, immediate and effective assistance by an increasing number of victims of torture is achieved during 2016-19 period compared to 2013-16 period;
2. Network Members in target countries achieve clear successes in advocacy toward implementation of and compliance with the Convention Against Torture and the recommendations of the UN Committee Against Torture;
3. The OMCT Network achieves greater cohesion in shared purpose, strategies, and actions during the project period.

The indicators corresponding to the above objectives are:

**Objective 1:**

1. Legal: Stabilized or increased number of successful legal actions (charges dropped against victims, charges filed against perpetrators,) in comparison with 2013-2016.
2. Medical: Stabilized or increased number of victims with improved medical conditions, recovery from physical injuries and trauma, ongoing access to health services and alike in comparison with 2013-2016.

3. Social: Stabilized or increased number of victims assisted re-taking their professional / employment, re-integration into social life in comparison with 2013-2016.

**Objective 2:**

1. At least 15 CSOs from reporting countries per year are able to access the sessions and use up-to-date information.
2. Each year at least 5 recommendations of the UN CAT on at least 2 target countries clearly reflect advocacy points and recommendations of OMCT and its Network Members (output level).

**Objective 3:**

1. By the end of the project network members agree on at least 2 key joint action and advocacy strategies against torture and ill treatment to be implemented in the following period.
2. Network members conduct at least two more joint advocacy and campaigning actions during this project per year in comparison to 2013-16.

**Relevant Stakeholders:** The Project is being implemented by the OMCT Network Coordinator, Human Rights Officer Stella Anastasia, under the oversight of the OMCT Secretary General, and, given its transversal work with Network Members, the work of the Coordinator supported by all of the OMCT Secretariat staff working on thematic and regional engagements of the OMCT, including the OMCT Convention Against Torture Programme and its regional desks, the Human Rights Defenders Programme, the Child Protection Against Torture Programme, and the OMCT Offices in Tunisia and Brussels. In addition, the project is being implemented in direct communication and cooperation with active members in the OMCT's SOS-Torture Network, some of them also members in the OMCT's General Assembly, including organisations in Africa, Asia, Europe, Latin America, and the MENA region. For this project there is an emphasis placed on cooperation and support for those Network Members actively working with OMCT to: provide direct assistance to victims of torture and their families; participate in and conduct advocacy with and around the periodic reviews of their countries by the Committee Against Torture; and building their own capacity to work on joint-advocacy and joint-campaigns with the OMCT as well as with other Network members in their regions and around the world. And finally, another key stakeholder relevant to this project and its evaluation are the victims that the project's first objective seeks to help through urgent direct assistance to victims of torture and their families.

**Relevant environment:** The evaluation of the Project takes place in a highly diverse human rights and civil society milieu. On the one hand, the OMCT Secretariat is based in Geneva with access to and interaction with all of the United Nations Treaty Bodies, Human Rights Council, Office of the High Commissioner, and other international human rights organisations – making up an environment generally supportive of human rights and enabling a high level of access and good information. On the other, the Project is also implemented in communication and coordination with our many Network Members based in the capitals or other regions of their home countries, including in countries experiencing what is called the 'closing civil society space' tendency, characterized by diminishing fundamental freedoms, restrictive legal frameworks, and harsh backlash against civic organizations and activists, members of political opposition, and independent media. Though not affecting all countries where the OMCT has Network Members, this situation is in particular affecting sensitive anti-torture and impunity work. And finally, the context also includes civil society organisations which are working in countries where torture is or was until recently systematic and almost ubiquitous, including in countries of Central America, Central and West Africa, the MENA region, in Eastern Europe and the former Soviet Union, and in South and Southeast Asia.

**Funding source:** The main funding source for the Project is Bread for the World (Brot für die Welt - BFTW), a development and relief agency of the Protestant Churches in Germany, which is funding the OMCT Network Impact Against Torture Project through Cooperative Agreement E-WEL-2016-3073, the period of which is from 1 July 2016 through 30 June 2019. The OMCT Network Impact Against Torture Project has not previously undergone an evaluation.

## 2. Cause and Objective of the External Evaluation

A provision was made in the original project for a midterm external evaluation to be conducted by an independent evaluator during the implementation of the project.

As a mid-/late-term evaluation (in middle of 3<sup>rd</sup> and final year of implementation), the goal of the evaluation is to assess the implementation of the project so far, its effectiveness vis-à-vis its stated objectives, its value to the direct and final beneficiaries, its likelihood to achieve progress toward the outcomes it seeks to achieve by the end of the project period, and an outlook for this work for the following period (2019-2021). The evaluation should provide an objective view of the project's relevance and the OMCT's competence in implementing it, and should provide practical suggestions and recommendations that the OMCT can implement without significant additional investment during the remainder of the project in order to better achieve progress towards its intended goals.

The evaluation should be carried out in the light of the objectives and the results of the project and will be based on the Project Application and the Cooperation Agreement, the two principle documents describing and delimiting the Project. The various actors in the programme will help evaluate the usefulness and impact of the project, notably: the OMCT Staff and Executive Council, member organisations and human rights defenders in the SOS-Torture Network, Members of the Committee Against Torture, participants in activities and victims of torture assisted.

**Scope and key questions.** The OMCT now seeks to enlist the services of a consultant(s) to undertake an evaluation of the OMCT's BFTW-funded project in working with and supporting the global anti-torture movement. The consultant will evaluate the relevance, effectiveness, efficiency, and operations of the Project, which commenced in July 2016 and will end in June 2019, including against the key indicators for the project for which some data from mid-2013 to mid-2016 is being used as a baseline. The evaluation should seek to identify strengths, weaknesses, and lessons learnt from the Project's implementation thus far, so that the OMCT can improve its work during the remaining period of the project, and provide precise recommendations for the upcoming project phase. The evaluation therefore has four key overarching objectives, namely:

1. Identify and assess the Project's progress in relation to the outcomes targeted in the original project proposal, and analyse any constraints and obstacles which affected the projects' ability to achieve the expected outcomes during for the period 2014-2017.
2. Identify and assess the cooperation with the OMCT's on-the-ground Network Members and partners in the countries engaged by the project from mid-2016 to mid-2018, in line with the objectives of the project and the Cooperative Agreement with the main Project donor.
3. Assess if the project activities have contributed to the strengthening of the work of the OMCT SOS-Torture Network members in their work with victims, their engagement with the UN Committee Against Torture, their communication and/coordination with other Network Members, or all of the above, or none of the above.
4. Make recommendations for the future of OMCT Network Programme based on lessons learnt in the BFTW-funded project.

In line with the above, the key questions the evaluation should seek to address are:

### Relevance:

- a) How is the idea and vision behind the project relevant to the global fight against torture and the countries where the project has been implemented?
- b) How relevant have the project's objectives and activities been for its direct and indirect target groups? Why?
- c) What relevance do the outcomes of the project have in order to address the overall mission and mandate of the OMCT?
- d) What kind of changes, or additional components could be incorporated in upcoming

projects to make it more coherent with the needs of the target groups and the OMCT's overall strategy and mandate?

- e) Is the strategy of the project suitable to achieving the objectives targeted by the project?

#### **Effectiveness:**

- a) To what extent have the strategies, approaches and activities implemented contributed to achieve the project objectives (outcome level)?
- b) To what extent (please indicate as well a percentage for ease of reference) has the project objective been achieved?
- c) How has the participation of the OMCT's partners been in project design/planning and implementation? What is needed to improve participation in the upcoming project?
- d) To what extent have gender, children's, or other minorities concerns or perspectives been included in the engagement with the OMCT's Network?
- e) Describe how the communication and cooperation with key state and non-state actors (e.g. UN Committee Against Torture) in the project (technical / thematic area of work) functions and identify aspects (if any) to improve in the communication and cooperation with such actors to achieve long-term outcomes?

#### **Efficiency:**

- a) How efficiently has the project been managed? What can be done in terms of improving project management by the International Secretariat? What should be changed with regard to the planning and budgeting of the upcoming project in this regard?
- b) the OMCT's Network is an integral part of the project crucial for the implementation of project activities. How efficiently is this network working? What can be done to increase the efficiency of the network?

#### **Impact:**

- a) How and to what extent has the project contributed to strengthen civil society actions for eradicating torture and ill treatment (objective of the project on impact level)?
- b) Which concrete steps shall be taken in the next phase and which objective(s) shall be pursued with regard to this overall development goal?
- c) Are there any unintended changes (positive or negative) – and to what extent has the project created new work or initiatives?
- d) Which project measures are thinkable to increase positive and decrease negative impacts?

#### **Sustainability:**

- a) What activities and / or benefits of this project will continue if funding gets withdrawn /project closes down next year? What can be done best and by whom to ensure these are sustained?
- b) What are the major factors which influenced the achievement or non achievement of sustainability of the programme or project? What are the lessons learned?
- c) How can the upcoming project build onto the achievements of this phase in order to deepen their sustainability? How should the next project be designed in order to contribute best to the respective strategic objectives of the OMCT?

### **3. Evaluation Methodology**

The proposed method and approach of the evaluation should include specification and justification of the design of the evaluation and the techniques for data collection and analysis. This evaluation should therefore include a process of desk review of documents, plans and reports, as well as interviews with the staff responsible for the project, OMCT Network Members in the countries engaged thus far in the project, and if possible final beneficiaries of the activities (e.g. victim assistance), as well as, if

appropriate, members of the OMCT's Executive Council. Taking into consideration the size and capacity of the organisation, the evaluation should seek to prioritize the production of a shortlist of practical and implementable recommendations that can aid in learning what has been achieved, improving the implementation of project's remaining activities toward the better achievement of progress against the project objectives (outcome level), as well as in highlighting what can be done better in the upcoming project cycle. The method should take the OECD DAC Standards for evaluation<sup>1</sup> into account, as appropriate.

Upon selection and acceptance of the original summary bids being sought by this TOR, the Consultant(s) will be expected to expand and finalize a comprehensive evaluation method based on the Project's Logical framework and implementation plan for consideration by the OMCT. In order to fully achieve the overarching objectives highlighted above, the Consultant will review, assess and evaluate the following interlinked areas of the Project:

- Review the **relevance, efficiency, effectiveness, impact and sustainability** of the OMCT and Project partners' provision of urgent assistance to victims of torture and ill treatment, and support to victims-oriented services:
  - Legal assistance;
  - Medical assistance;
  - Psycho-social and other forms of assistance.
- Review the **relevance, efficiency, effectiveness, impact and sustainability** of the OMCT's global coordination and advocacy work with Network Members using the Periodic Review of the Committee Against Torture on countries engaged thus far during the project.
  - Evaluation of the results of the core advocacy activities of the Project: support and coordination for OMCT Network Members and other anti-torture CSOs around the CAT State Reviews; quality and impact of joint alternative reports to the CAT on the CAT's recommendations; and the effectiveness, value, and impact of OMCT's preparatory and follow-up advocacy missions, etc. according to Network Members and local partners;
- Review the **relevance, efficiency, effectiveness, impact and sustainability** of the OMCT and Project partners' joint communications strategies and visibility actions implemented during the project.
- Relevance of the project's results to the mission and goals of the project's main donor, Bread for the World, as well as the OMCT Network Programme's other key donors: the Dutch Ministry of Foreign Affairs, the National Endowment for Democracy, and the European Union.

#### 4. Report and Recommendations

The Consultant(s) is expected to deliver to OMCT a comprehensive written report of maximum 20 pages excluding annexes which meets the following specifications:

- Highlighting **gaps, challenges and opportunities** and clearly indicating **lessons** for OMCT to achieve the overall objectives of its work strengthening the global anti-torture movement;
- Highlighting **gaps, challenges and opportunities** and clearly indicating **lessons** OMCT could learn from its experiences in country-specific activities in the countries worked on thus far during the project;

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<sup>1</sup> Please see the DAC Guidelines and Reference Series Quality Standards for Development Evaluation (<https://www.oecd.org/development/evaluation/qualitystandards.pdf>). These standards should be used as guidance, but may in various aspects not be relevant for or appropriate to evaluating human rights work.

- Highlighting **gaps, challenges** and **opportunities** and clearly indicating **lessons** for OMCT in relation to OMCT and Project partners' provision of assistance to victims of torture and ill treatment;
- Clearly indicating **gaps, challenges** and **opportunities in all areas mentioned** that OMCT should consider implementing in its strategies, cooperation with partners, assistance to victims and their families, and broader public advocacy and mobilisation.

The lessons drawn from the successes and failures should be presented as **recommendations** to be implemented according to an agreed upon implementation plan used for strengthening and developing ongoing and future programmes. To this end the Consultant is expected to:

1. Present clear, concise and practical recommendations on the relevance, efficiency, effectiveness, impact and sustainability of the Network strategy, activities, and cooperation with partners implemented and engaged so far during the course of this project;
2. Present clear, concise, and practical recommendations on the victim assistance aspects of the Project;
3. Present clear, concise and implementable recommendations for improvement of visibility, public and mainstream media awareness of this area of human rights work;
4. Create with the OMCT an agreed implementation plan of the recommendations for the OMCT address the recommendations in a timely and complete manner after the evaluation.

## 5. Duration and Location

The tasks under this evaluation are to be undertaken for an estimated period of 20 working days, and must be completed by the 23 November, 2018. A draft report of the evaluation will be presented to the Secretary General of the OMCT and the OMCT Executive Council's Bureau. The location of the evaluation will be Geneva, Switzerland, and must include consultations conducted in-country with at least one OMCT Network Member (to be chosen from list of members and partners).

A breakdown of the expected activities is provided below.

- Inception report<sup>2</sup> for the Evaluation;
- Discussion of the inception report with OMCT and incorporation of comments;
- Desk review of relevant documents, proposals and reports;
- Possible travel to one of the Focus Countries;
- Stakeholder engagement (both physical and virtual via Skype and online);
- Analysis of data collected;
- Report compilation with list of recommendations and draft implementation plan;
- Present and discuss the draft report, recommendations, and implementation plan with OMCT;
- First draft feedback (including feedback from Bread for the World and may include re-engaging key stakeholders);
- Incorporating comments and final report compilation.

## 6. Requirements and Qualifications

A consultant with the following skills and competencies are encouraged to express their interest:

- Post Graduate Degree in a relevant discipline (e.g. Social Science, Law, Politics, Economics and Human Rights);
- At least 7 years of experience and additional training in project evaluation, including in the field of human rights, and including those of a multi-regional or international nature;
- Specialisation and additional training in human rights and experience of working with victims of human rights violations;
- Competence in organisational development;

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<sup>2</sup> See: [https://www.unodc.org/documents/evaluation/Guidelines/UNODC-IEU\\_Inception\\_Report\\_Guidelines.pdf](https://www.unodc.org/documents/evaluation/Guidelines/UNODC-IEU_Inception_Report_Guidelines.pdf)

- Demonstrable experience in evaluating programmes and projects across countries and also those of a regional nature;
- Knowledge of the socio-economic and political dynamics as well as the social justice issues in at least one of the three regions of the Project (Africa, Asia, or Latin America);
- Demonstrable knowledge and understanding of the architecture of human rights organizations in the region.
- Fluency in English is required, and additional French and/or Spanish language capabilities may be an added advantage.

## 7. Eligibility, Applications, and Consideration

- Applicants can be organisations or individual consultants.
- Applications **will be accepted up to the 17 October 2018**, only via email, to Stella Anastasia, Coordinator of the OMCT Network Programme, at: [sa@omct.org](mailto:sa@omct.org). Thank you for understanding that we cannot answer phone enquiries.
- In order for your application to be considered, please send an email indicating "**EVALUATION CONSULTANCY - NETWORK**" in the subject heading, with the following attachments, in PDF:
  - A Letter of Interest summarizing the Bid and the possible start date (max. 1 page);
  - a Bid for Contract, detailing the proposed methodology, time frame, and fee (max. 3 pages);
  - individuals: a CV/resume, with relevant evaluations completed with dates (max. 2 pages);
  - firms: a list of relevant evaluations completed during the past three years (max. 1 page).
- Due to the volume of applications, only short-listed candidates will be contacted.

## **Annex 1: Key Questions to be addressed by the Evaluation**

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