

# Terms of Reference: Forward-looking Evaluation for HURIDOCS

## Organisation

HURIDOCS is an independent non-profit organisation helping human rights defenders use information and technology to shine a light on abuses and promote justice for both victims and perpetrators of violations.

## Purpose of the Evaluation

HURIDOCS seeks to engage an expert to conduct an external evaluation of its recent work, focusing in particular on 2018, 2019 and early 2020. The evaluation is intended to:

- Be forward-looking and draw lessons relevant to HURIDOCS' post-2020 strategy.
- Appraise successes and shortcomings of the outcomes of HURIDOCS activities, guided by the 2018-2020 strategy and associated theory of change.
- Identify opportunities and make recommendations for organisational development, in particular with regard to the internal monitoring, evaluation and learning system.

## Context

The human rights movement has made significant advances over the past several decades, but in recent years has come under sustained attack geared to undermine its effectiveness and legitimacy.

Quality information has played a key role in human rights defenders' ability to persuade, to hold to account, to educate, to remember. For almost four decades, HURIDOCS has supported human rights organisations in establishing, maintaining and improving information management processes and systems that strengthen accountability and access to information.

In recent years, HURIDOCS has seen fundamental shifts in its environment, with peer organisations ending relevant programmes, and dedicated funders exiting their support. At the same time, new peers have emerged, and new supporters have entered to provide significant backing. This has posed opportunities and challenges to review and adjust, while staying true to long-term commitments. As a result, HURIDOCS developed new programmatic approaches, grew its staff and board and established new organisational systems, including for monitoring, evaluation and learning. Now entering a period to develop a new long-term strategy, HURIDOCS is seeking support by an external evaluator to reflect on its recent past, and draw lessons for its future.

# Scope

The evaluation is desk-based and should include:

- Review of relevant documents, including proposals, reports, internal and partner surveys (a list will be provided in Annex)
- Interviews with staff, board, partners and donors
- Questionnaires

The evaluator will be provided with the contact details of possible participants. We welcome approaches that value inclusive and non-extractive participation.

The evaluation is intended to be forward-looking to provide a key stimulus into the process to design the post 2020-process of the organisation.

Forward-looking questions we would like to see addressed:

- Should HURIDOCS prioritise direct services or reusable resources and tools?
- Will HURIDOCS likely be more impactful if it focuses on a clearly defined set of human rights issues and/or geographies?
- How can HURIDOCS' business model evolve to sustain the organisation at the scale that is needed? In particular, would a strengthened fee-for-service model (currently 30% of income) or focus on individual donations be viable growth options?

We expect this will require evaluating questions, including:

- What are the most significant human rights impacts HURIDOCS has contributed to? Which contributions, against expectations, fell short?
- What are the services that HURIDOCS provides that are the most/least relevant for the human rights movement?
- To what extent did HURIDOCS support the right partners?
- Did the reusable technology tools that HURIDOCS develops address the movements' most pressing needs?

HURIDOCS welcomes the proposal of additional and complementary methods to gather relevant information. As an important consideration, we note that human rights change is a result of long-term endeavours by a multitude of actors. As an intermediary organisation, HURIDOCS will often play a contributing role, alongside and in solidarity with its partners.

# Accountability

The evaluator is expected to work independently. HURIDOCS will support them with documentation, contact details for respondents and introductions. This support will be coordinated by the Executive Director.

# Deliverables, schedule and budget

The evaluation should be completed within a 4-6 week time frame.

- Inception: Work plan and methodology (within the first week)
- Initial report draft for feedback (at least two weeks ahead of final report)
- Final report draft, including annexes (i.e. surveys) no later than 31 July 2020.

We anticipate to contract for the inception first to use the mutual learning to finalise the scope and budget. Additionally, we anticipate not more than three presentations with discussion to the HURIDOCS team and stakeholders of the findings after delivery of the report.

The maximum overall budget for the evaluation is 15,000 CHF.

## Qualifications and Experience

- Experience in conducting project and organisational evaluations.
- Methodological competencies, including interviewing, survey design and other relevant methods.
- Familiarity with the human rights field, preferably with some understanding of needs related to information management and technology.
- Ability to synthesise information and present it clearly.
- Fluency in English, knowledge of French, Spanish, Arabic and/or Russian an asset.

## How to Apply

Applicants should submit an application by 11 June, including a description of their approach and relevant experience, CV, copies of relevant work examples (preferably evaluation reports), two references and cost proposal. Applications should be submitted to [jobs@huridocs.org](mailto:jobs@huridocs.org) stating "Evaluation" in the subject line. We welcome inquiries to [friedhelm@huridocs.org](mailto:friedhelm@huridocs.org) for any clarifying questions.

## Supporting Documents

- HURIDOCS 2018-2020 strategy
- Theory of change
- MEL Framework
- HURIDOCS Annual Reports 2018 and 2019

All documents are available on this link: <https://cloud.huridata.org/s/KEdfcRZqTy43sSC>