

LEGAL AND HUMAN RIGHTS CENTRE



ENDLINE EVALUATION OF THE STRATEGIC PLAN (2019 – 2024)

Terms of Reference

Endline evaluation of the Legal and Human Rights Centre (LHRC) strategic plan 2019/2024 on improving the state of Human Rights in Tanzania.

INTRODUCTION

Legal and Human Rights Centre (LHRC) is Tanzania’s human rights advocacy organization established in 1995 as a non-governmental, voluntary, non-partisan and not-for-profit sharing organization, with the purpose of working to empower and conscientize the people of Tanzania on legal and human rights.

Our Vision: LHRC envisages “a Just and Equitable Society” - a society where the three arms of state [parliament, judiciary, and the executive] as well as non-state actors practice accountability, transparency and there is rule of law; and where there is public awareness, respect and engagement for human rights



and good governance; and where justice and respect for human dignity are reality.

Our Mission: Our Mission is to empower the public to promote, reinforce, and safeguard human rights and good governance in Tanzania through legal, civic education and information; sound legal research and advice; monitoring and follow-up of human rights violations; and advocacy for reforms of policies, laws, and practices in conformity with international human rights standards.

Our Values: Integrity; Accountability; Equality and Diversity; Transparency; Professionalism; Volunteerism and Voluntarism

Relevant information to note.

Currently LHRC has a total of 42 contracted staff (24 Female, 18 Male) among them 1 person with disability (A male). 13 Volunteers (8 Female and 5 Male).

A team of Management is composed of 4 people (2 Female and 2 Male) and 2 Female Human Resources and Monitoring - Evaluation Managers. The Board of Directors is composed of 8 (5 Female and 3 Male) with different expertise. LHRC covers all Tanzania programmatically using her 4 offices and working with human rights monitors, paralegals, and friends of Haki. LHRC is funded mainly on core funding by her 3 committed partners: Embassy of Sweden, Royal Norwegian Embassy and Embassy of Ireland. More info can be found on www.humanrights.or.tz

BACKGROUND

LHRC developed its Strategic Plan 2019-2024 to effectively realize its vision of a just and equitable society as well as its mission of empowering the public, promoting, reinforcing, and safeguarding human rights and good governance in Tanzania. The vision and mission are justifiable through legal and civic education and information; sound legal research and advice; monitoring and follow up of human rights violations; and advocacy for reforms of policies, laws, and practices in conformity to international human rights standards.

In the implementation of its activities LHRC focuses on two major target groups. These are reached through two main programs which specifically target the duty bearers (decision makers) on their duties to uphold human rights, enhance transparency, and reduce practices of corruption and discrimination in accordance with international standards and national policies.

On the other hand, another targeted group is rights holders (the citizens). According to the Universal Declaration of Human Rights (UDHR), all individuals are considered rights-holders by virtue of their humanity. This means that regardless of ethnicity, gender, age, religion, or any other characteristic, every person is inherently entitled to human rights and freedoms. For LHRC right holders are all Tanzanians and specifically Women, Children, Youths and People with disabilities.

The overall goal of the Strategy is to contribute to improved state of human rights in Tanzania. This goal is supported by five strategic objectives (SO) as outlined below:

1. Deepening the understanding and respect for Human Rights among rights holders and duty bearers that will entrench a culture of human rights in Tanzania.
2. To advocate for improvement of rule of law, civic space, democracy, constitutional and legal reforms.
3. To promote socio economic and environmental compliance, accountability, and justice.
4. To improve legal and policy frameworks governing specific rights of women, children, and People with Disabilities (PWDs).
5. To improve effectiveness of LHRC in delivering its mandate.

PURPOSE AND SCOPE OF THE EVALUATION

The purpose of this ENDLINE EVALUATION (EE) is to provide an independent assessment of the progress that has been made in implementing the current Strategic Plan (2019 – 2024), provide lessons learnt and actionable recommendations that will, subsequently, influence performance of the programme, going forward. The evaluation will assess the relevance, effectiveness, and efficiency of the strategy and programme within the country context, and in relation to the approved approaches and strategies essential for the attainment of the key strategic objectives.

Findings and recommendations from the final evaluation will guide the development and planning of the upcoming Strategic Plan 2025/2030. They will also play a key role in enhancing accountability and promoting learning within the organization. This means focusing mainly on achieving results, making strategic decisions based on the current context, and improving organizational development.

The endline evaluation covers 6 years - January 2019 to December 2024. The **evaluation** will also assess the programmes' design, scope, implementation status and the capacity to achieve the expected outcomes.

Specific Objectives of the assignment

- i. To assess whether the targets of the Strategic Plan from the results framework have been achieved and provide an account of the qualitative and quantitative factors underpinning success, and lessons learnt.
- ii. To review LHRC's strategic decisions and learning path based on changes in context and priorities of the Strategic Plan. To see also how these changes have helped LHRC make progress.
- iii. To provide actionable recommendations on how to improve the performance of the organization.
- iv. To make recommendations on the way forward for the LHRC next Strategic Plan 2025/2030.

The evaluation will use OECD (Organization for Economic Cooperation and Development) Development Assistance Committee (DAC) international evaluation criteria of Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. Specific emphasis will have to be paid on the assessment of gender equality and empowerment of women.

Endline Review Evaluation Matrix will be completed by the consultant and included in the inception report. The matrix should include key evaluation questions, evaluation sub-questions, indicators, sources of information and methodology. Indicative key evaluation questions are provided below:

- i. Relevance:** To what extent has the programme conformed to LHRC's strategic plan; the national sustainable development priorities and to the priorities and needs of the target beneficiaries/communities?
- ii. Effectiveness:** To what extent have the expected outcomes and objectives of the programme been achieved thus far?

iii. Coherent: How does the program align with its objectives? How have other interventions either supported or hindered the program, and vice versa? This includes assessing how well the program complements, harmonizes, and coordinates other human rights related programs, ensuring that efforts are not duplicated. Additionally, to explore how the program adds value and identifies synergies and connections.

Efficiency: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the programme implementation in relation to activity-based budget planning and it being efficient and the need-based administrative budget in relation and direct-connectedness to the organizations strategy?

Impact: Is the programme oriented towards achieving the expected impacts? What are the effects of the program, intended or unintended, positive, or negative, short term or long term? Also impact on LHRC main target groups women, youth, children and PWD.

iv. Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental mechanisms for sustaining programme results after end of external support?

Gender mainstreaming: To what extent was the design and implementation of the intervention gender-responsive? To what extent has the intervention advanced or hindered gender equality? What can and should improve or adjust to increase the gender equality and awareness in the organisations, and the gender response in the design and implementation of the programmes?

Lessons Learnt: How was the organization able to learn, and implement shifts based on new insights?

METHODOLOGY

The consultant should propose the methodology to be used to carry out the review. The proposed methodology should address sufficiently the main objectives and questions outlined within the ToR (Terms of Reference), specifying the, sub-questions, appropriate techniques of data collection and analysis that will be undertaken.

It should encompass a combination of both qualitative and quantitative methods. It should also allow for wide consultation with all interested partners and stakeholders. It is suggested that the methodology should include, but not be limited to Document review, Field visit and Interviews.

Documents

- i. Current strategic and operational plans, (2019-2024)
- ii. Annual workplans, budgets and procurement plans
- iii. Annual audited financial statements
- iv. The LHRC Annual reports 2019-2023
- v. Other publications by the LHRC include: The Annual Human Rights Reports (2019-2020), Human Rights and Business Report, Training, Manuals, self-help kits Newsletters (Samples) Fact finding mission reports.
- vi. SIDA-funded Salary and Benefit Survey for CSOs in Tanzania 2021.
- vii. Minutes from Annual General Meetings; ordinary and extra-ordinary board meetings and Annual partners' meetings And respective action plans, if any.
- viii. Action plans for efficiency and procurement audits 2018, conducted just in between old strategic plan 2013-2018 and current one 2019 – 2024.
- ix. Action plans on recommendations from previous endline evaluation 2018.
- x. Approved results framework.

Stakeholder involvement

The evaluator shall pay visit to the program fields and meet the beneficiaries of the program in their various categories and other stakeholders. In doing so, he/she shall devise participatory methods to gather information useful for his analysis and final assessment. Involvement of stakeholders to include but not limited to:

a) Independent human rights analysts, activists

Legal Aid clients, LHRC Grassroots Partners namely Paralegals, Human Rights Club members and patrons/matrons, Human Rights Monitor's, Friends of Haki and Social Welfare Officers

b) Selected Members of Parliament

c) Selected Government officials (national and Local) including the Police.

d) Selected members of the Judiciary (Judges and Magistrates)

e) Selected members from likeminded organizations

f) Selected members of the community (Direct Beneficiaries and non-direct Beneficiaries)

g) LHRC former and present Funding Partner

h) The media (Mainstream and Community)

i) Private sector to cover socio-economic rights as stipulated in strategic objective 3.

Deliverables

i. Inception report: The inception report should describe the evaluators' understanding of the assignment and why, indicating how each evaluation question will be answered by means of proposed methods; proposed sources of data; and data collection processes. The inception report should also include a proposed schedule of tasks, activities, and deliverables. This inception report should also identify the sites visits and it should elaborate on the selection criteria for those sites selected.

- ii. **Preliminary findings:** The evaluator shall share initial findings and recommendations with stakeholders **Draft reports:** Report structure should follow LHRC reporting standards that will be shared during inception report.
- iii. **Facilitate and presentation of draft EE report:** A presentation/debriefing will be given on the draft report and the draft report will be shared with relevant stakeholders for comments and form part of data validation before the final report is finalized.
- iv. **Final EE report:** The final/main report will not exceed 30 pages (not including annex) in hard and soft copy to be submitted to LHRC. (Detailed annexes such as gender study, contextually analysis should form part of annexes.)

SCHEDULE OF THE ASSIGNMENT

The review will be carried out for 30 days including weekends and public holidays and is scheduled to take place in the period between 1st May 2024 and 30th May, 2024. Considering the geographic spread of LHRC programmes (that will be agreed with the successful consultant) as well as the scope of the assignment, the consultant shall develop and submit a detailed schedule for assignment and distribute the days accordingly among the different tasks.

REQUIRED SKILLS AND COMPETENCIES

The Endline Evaluation is expected to be performed by a team including three multi-disciplinary team members, one of them being the designated team leader. At least one team member must be female. The team will have the following competencies and/or experience: specifically, the Lead consultant should have the following competencies.

- i. Bachelor's degree in law, Program Management, and a master's degree in any relevant field.
- ii. Minimum of seven years of professional work experience in areas pertaining to Human Rights advocacy, Good Governance, Gender, access to justice and legal aid provision.
- iii. Expert knowledge on efforts to enhance access to justice and human rights. .
- iv. Excellent research and analytical skills, in both qualitative and quantitative methodologies.
- v. Excellent writing skills in English; and
- vi. Previous experience of similar scope of work, anywhere, is an added advantage.

The team is expected have expertise in:

- i. Legal aid.
- ii. Social Work.
- iii. Law.
- iv. Gender justice
- v. Monitoring and Evaluation.
- vi. Justice and governance sector reforms; and
- vii. Statistics.
- viii. English and/or Kiswahili speaking.

HOW TO APPLY

Interested firms are requested to submit their application including both Technical and financial proposals. The technical proposal should clearly demonstrate their skills and experience for the review process, methodology and approach and a detailed work plan.

Applications should be channelled (electronically) to the Legal and Human Rights Centre through lhrc@humanrights.or.tz