

Terms of Reference
FORUM-ASIA Organisational Evaluation
For January 2020-December 2022

FORUM-ASIA is one of the largest membership-based human rights organisations in Asia, with 85 civil society members across 23 countries. FORUM-ASIA has been active in Asia and internationally since its establishment in 1991. FORUM-ASIA has been playing an important advocacy role at the UN Human Rights Council and with the ASEAN Intergovernmental Commission on Human Rights (AICHR). FORUM-ASIA works closely with its members operating at the grassroots level and engages in national-level advocacy in South Asia, East Asia and Central Asia.

FORUM-ASIA follows the basic principles of the human rights framework: universality; indivisibility; participation; accountability; transparency; and equity (or non-discrimination).

Vision, Strategic objectives and impact for the evaluation period

FORUM-ASIA's vision is to build a peaceful, just, gender-equal, equitable and sustainable societies in Asia where all human rights of all individuals, groups, and peoples without discrimination of any grounds, are fully realised in accordance with international human rights norms and standards. The overall organisational objective is to "create an enabling environment for capacity building of human rights defenders, and collaboration and cooperation among the human rights organisations and institutions in Asia and across the globe.

Over the past three years, FORUM-ASIA work has been organised to deliver the following:

Impact/overall goal: Strengthen the promotion and protection of human rights and democracy and contribute to sustainable development in Asia and beyond by consolidating Asian human rights movements through effective collaboration with members and partners on international solidarity action as well as strategic engagement with states and other stakeholders at national, regional and international levels.

Specific Objectives:

1. Increased capacity of Asian civil society organisations and human rights defenders to undertake advocacy for inclusive and participatory policy-making processes in relation to human rights, democratic governance, gender mainstreaming and sustainable development at national, regional, and international levels.
2. Foster an environment conducive for better human rights protection and democracy and sustainable development in Asia.
3. Enhanced impact of Asian human rights defenders' advocacy actions in relation to ASEAN and United Nations (UN) human rights mechanisms.

4. Strengthened FORUM-ASIA's institutional and operational capacity as a regional umbrella organisation so that it can better serve and effectively represent its constituencies at national, regional and global levels.

The Rationale and purpose of the evaluation

Building upon the Planning, Monitoring, and Evaluation (PME) Vision for 2023-2027 that aims to embed a culture of learning and evaluation throughout the organisation and its programmes, in 2023, FORUM-ASIA will carry out the systemic and structured internal evaluations that drives FORUM-ASIA's relevance, coherence, efficiency, effectiveness, impact and sustainability and to increase FORUM-ASIA's understanding of the distinctive contribution to the promotion and protection of human rights, civic space, democracy and cross cutting themes of climate change and gender mainstreaming. In addition to that, FORUM-ASIA aims to achieve its evaluation vision by strengthening a culture of learning and reflection and ensuring that Secretariat is equipped and resourced to appreciate the value, nature and importance of evaluation and proactively incorporate evaluative questions and exercises into programme design and adaptation.

In order to increase ownership of development and build mutual accountability for results, a partnership approach to development could be strengthened. The concept of partnership connotes an inclusive process, involving different stakeholders such as FORUM-ASIA, members and other stakeholders and partners. Relevant actors should be systematically considered early in the process to maximise opportunities for an active role and increase ownership of the evaluation process.

Objectives of the evaluation

More specifically the evaluation objectives are:

- a. To assess FORUM-ASIA's performance and achievements in terms of relevance, coherence, efficiency, effectiveness and sustainability of FORUM-ASIA's programs against the objectives and impact of their Strategic Plan, and to summarise results against the organisational logical framework, and;
- b. To review the progress made against the recommendations of the past evaluations/reviews including those of Sida and other donors as well as assess effective implementation of operational policies.
- c. To serve as a recommendation in formulating new strategies to enable FORUM-ASIA, members and partners, as well as donors to sustain the benefits of the project and programme.

Evaluation Framework and Guiding Questions

FORUM-ASIA's evaluation framework will draw upon relevant an [Organisation for Economic Co-operation and Development \(OECD\)'s Development Assessment \(DAC\) evaluation criteria](#) and model that employs following characteristics:

The following are some of the key questions which will be used during evaluation. These are guiding questions and the consultants will be required to derive detailed data gathering instruments containing detailed questions relevant to FORUM-ASIA strategic objectives and logframe.

Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> ● How well did the strategic plan relate to the specific needs of target beneficiaries? ● How well the strategic plan is addressing the key issues or problems related to the target group/ beneficiaries? ● To what extent have lessons learned from what works well and less well been used to improve and adjust intervention implementation?
Coherence	<ul style="list-style-type: none"> ● Have contradictions with other policies prevented the implementation and. Achievement of the strategic plan objectives, or are policies mutually reinforcing?
Efficiency	<ul style="list-style-type: none"> ● How far funding, staff, time, and other resources contributed to or hindered the achievement of the results. Was 'value for money' achieved? ● How well did the strategic management arrangements work? Has FORUM-ASIA enhanced the capacity of the members, implementing partners, civil society institutions and other stakeholders? ● How well did practices under the organisation operational policies such as Human Resource and Procurement are aligned with delivering the vision and mission of the organisation. ● Were the risks properly identified and well managed?
Effectiveness	<ul style="list-style-type: none"> ● To what extent were the results/ objectives met (measured using organisational indicators)? ● To what extent were the intended outputs and results achieved in relation to targets set in the logical frameworks? ● How effective and appropriate was the approach? ● In hindsight, how would the implementers have changed it? ● How well was beneficiary and stakeholders participation incorporated in the project/programme management cycle? (consider gender here as well) ● Have the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

Impact	<ul style="list-style-type: none"> • What was the overall impact and how did this compare with what was expected? • Has the Strategic Plan positively influenced the policy making processes of the government to improve the civic space, human rights and democracy in Asia? • Did the Strategic plan address its intended target groups and what was the actual coverage? • Who were the direct and indirect/ wider beneficiaries? (provide gender disaggregated data); • What difference has been made to the lives of those involved in the interventions? • Compare the impact on gender and LGBTIQ+ groups and specific vulnerable groups? • What were the unintended and the wider impacts felt? • Has the strategic plan had any positive or negative effects on the environment? Could environment considerations have been improved in planning, implementation or follow up?
Sustainability	<ul style="list-style-type: none"> • What are the prospects for the benefits of the strategies being sustained beyond the funding period? • How has/ could collaboration, networking and influencing of opinion support sustainability? • How was the exit strategy defined, and how was this managed at the end of the funding period?
Replicability	<ul style="list-style-type: none"> • What aspects of the Strategic Plan are replicable in the organisation and elsewhere? • Under what circumstances and/or in what contexts would projects/ interventions be replicable?

In addition, the evaluation will separately track the lessons' learnt, and the risks identified/mitigated.

Evaluation Approach and Proposed Methodology

In order to answer the guiding questions, the consultant will propose an appropriate approach or methodology and methods as approved by FORUM-ASIA and to further develop it during an inception phase.

The consultant will suggest an approach or methodology and methods that provides credible answers (evidence) to the evaluation questions. Limitation to the chosen approach or methodology and methods shall be made explicitly by the consultant and the consequences of these limitations will be discussed in the and agreed upon in the inception report. The consultant shall to the extent possible,

present mitigation measures to address them. A clear distinction is to be made between evaluation approach or methodology and methods.

In cases where sensitive or confidential issues are to be addressed in the evaluation, the consultant should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

The consultant is expected to follow a participatory and consultative approach that ensures close engagement with FORUM-ASIA, members and partners, stakeholders, and direct beneficiaries. Suggested methodological tools and approaches may include:

Document Review, FORUM-ASIA will provide data and information about the organisation, this would include a review of all relevant documentations, inter alia

- FORUM-ASIA's Strategic Plan (2016-2022)
- Sida three-year grant proposal (2020-2022) and its No-Cost and Cost-Extensions Documents
- Annual Progress Reports (2020-2022) (submitted by FORUM-ASIA) to different donors.
- Minutes of Annual Review Meetings between FORUM-ASIA and Sida (2020-2022)
- Report of External Evaluations:
 - Outcome-Based Evaluation through Participatory Process of FORUM-ASIA's Results, 2010 (for background to the Three-Year Grant Proposal)
 - System Based Audit of FORUM-ASIA, 2012
 - Evaluation of FORUM-ASIA's Performance and Achievements, 2011-2014 and 2016-2019
 - Review Report on Policies, Systems and Practices of FORUM-ASIA, 2016
 - Review of Internal Management and Control, 2019
- FORUM-ASIA Staff Handbook, Financial Rules and Regulations, Performance Management Policy and Procurement Policy.
- Exit interviews of staff between 2020-2022
- EU Project Documents and reports

Interviews and Stakeholders Meetings, the interview and meeting should include the following stakeholders: 1) FORUM-ASIA's Management; 2) FORUM-ASIA's Staff; and 3) related Stakeholders to be agreed upon in the inception report

Field visits, including on-site validation of outputs and interventions.

Other methods where feasible such as outcomes harvesting/mapping, etc.

Evaluation Deliverables

The consultant will produce the following deliverables:

- Inception report containing evaluation work plan and time frame, including the methodology and tools with guiding questions, and identifying the specific limitation on time frame, geographical coverage, and target group.
- Documented records of interviews and field data collected;
- Draft evaluation findings
- A comprehensive report with set of recommendations for future scalability. The report is intended to be brief (approximately 25 pages), that includes (i) executive summary; (ii) introduction and background; (iii) objectives, approach, and methodology of evaluation; (iv) key findings (relevance, coherence, efficiency, effectiveness; impact, sustainability; (vi) conclusion; (vii) recommendations, and (viii) annexure (field plan, list of people, groups and organisations consulted). An internal detailed and an external brief version of the report might be required.
- The report should be submitted in English language and should be of high quality to share with funding partners and key stakeholders.

Multiple reiterations of the document may be needed before it is approved. All Reports must comply the Quality control throughout the evaluation process.

The potential firm/ consultant must undertake this work directly themselves and not through assistants/ third parties. The consultant must maintain strict confidentiality of information shared and will be required to liaise with FORUM-ASIA as appropriate until the satisfactory completion of the consultancy.

Intellectual property rights:

All outputs under the assignment shall remain the property of FORUM-ASIA who shall have exclusive rights over their use. The Consulting Firm/ consultant shall not exercise any rights on all the outputs and cannot share the same with any outsiders without the prior consent of FORUM-ASIA.

Duration and Timeframe

The duration of the assignment is estimated to be from December 2022 to March 2023. The consultant will be required to submit a detailed workplan, however FORUM-ASIA anticipates the following.

	Activity	Estimated time	Anticipated Timeline
1	Preparation by consultant <ul style="list-style-type: none"> • Briefing by FORUM-ASIA on scope of project • Review of organisational documents and progress reports 	15 days	December 2022

	<ul style="list-style-type: none"> • Inception report containing methodology, scope, tools, activities, samples and timelines • 		
2	<p>Meetings and discussions with Stakeholders</p> <ul style="list-style-type: none"> • Discussions with staff, • Meeting with key stakeholders • Field visits and data verification <p>Sharing of key findings with FORUM-ASIA leadership</p> <ul style="list-style-type: none"> • Hold meeting with FORUM-ASIA to present preliminary findings, get feedback and draft recommendations to finalize the report and incorporate feedback into recommendations 	15 days	January – February 2023
3	<p>Writing Report and validation</p> <ul style="list-style-type: none"> • Draft Report & Final Report <p>Report should:</p> <ul style="list-style-type: none"> • Contain an executive summary (mandatory) • Be analytical in nature (both quantitative and qualitative) • Be structured around successes/gaps, related findings, lessons learnt • Include recommendations and way forward 	15 days	March 2023
	Time allocated to the Assignment	45 days	

Implementation Arrangement

The Consultant will work under supervision of the PME programme of FORUM-ASIA. PME will be a focal point of day-to-day interaction and for liaisons during the assignment. PME FORUM-ASIA will assist with the day-to-day coordination for Evaluation process with different stakeholders and beneficiaries of the organisation.

Required Qualifications.

Education:

A masters' degree or equivalent in human rights, international relations, social sciences, statistics, project management or other relevant fields.

Experience:

- At least 7 years of extensive evaluation experience required, where evaluation of relevant thematic interventions is considered to be an asset;
- Excellent knowledge and professional experience of conducting research, evaluation and baseline studies of human rights organisations, evaluation criteria and international standards
- Advanced knowledge of key organisational operations, strategies, trends and practices related to human rights;
- Experience in implementing a range of qualitative and quantitative data collection tools and data analysis software.

Evaluation Team Qualification

In addition to the recruitment qualification stated above, the evaluation team shall have an adequate understanding of civil society organisations, human rights in Asia, accountability, gender equality and climate change, organisational development/management.

It is desirable that the evaluation team includes good knowledge of human rights based approaches on civil society works on human rights movement and advocacy in Asia, as well as familiarity with FORUM-ASIA's priorities and membership.

Application for Submission

The potential firm/ consultant will submit a detailed technical and financial proposal. The proposal will devise technical strategy and all costs. The proposal should include:

- Cover letter addressing the requirements stated
- Detailed CV of the lead consultant and team
- Description of methodology to clearly address the criteria and content of the Terms of Reference and may detail what additional improvements/ best practices the firm/consultants can introduce while conducting the evaluation
- At least three samples of previous work including tools used and reports produced
- Three references (names, email, and phone contacts) from previous clients where similar work has been conducted
- **A brief financial proposal not exceeding USD 16,000** providing sufficient breakdown of cost items.

How to apply

Completed applications must be sent by email to FORUM-ASIA at applications@forum-asia.org by **15 November 2022**, midnight Bangkok Time (UTC +7), stating "FORUM-ASIA Internal Evaluation Consultancy" in the subject line.

Please note that late applications will not be considered and only shortlisted consultants/firm will be contacted.