

Request for Proposals for Conducting Terminal Evaluation of DefendDefenders Strategic Plan 2016-2020

Client: DefendDefenders (East and Horn of Africa Human Rights Defenders Project)
Human Rights House,
John Kiyingi Rd, Nsambya

June 2021

Request for Proposals

The DefendDefenders, requests for proposals/bids for Conducting End of Strategic Plan Evaluation for its Strategic plan 2016-2020. The request for proposal documents are attached to this call.

In response to this request, the bidder must submit a technical and financial proposal.

Both the technical and financial proposals should be addressed to and sent to:

Procurement Committee
DefendDefenders
Human Rights House, Nsambya
Email: procurement@defenddefenders.org

Proposals/bids should be submitted before **12:00am** (Ugandan local time) **on Friday July 2, 2021.**

Late submissions shall not be accepted.

Thank you.

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Procurement Committee

1.0 Instructions to Proposers

The bidder is to read carefully the instructions set out below. No claim will be entertained on the grounds of failure either to read or comply neither with the instructions nor for any alleged misunderstanding of their meaning.

1.1 Request for Clarifications

For any inquiries regarding this request write to the Procurement Committee on email address procurement@defenddefenders.org & programs@defenddefenders.org provided your request does not concern the prices for these services. This request must be sent prior to 12.00hrs on Thursday, June 24, 2021.

Should there be any doubt or obscurity as to the meaning of any word or phrase or terms or conditions in the request for proposals document or anything to be done or not to be done by the eventual contractor, or to these instructions, or as to any other matter or anything pertaining to the eventual contract, the bidder must submit such doubt or obscurity in writing. Any clarification so issued will form part of the contract documents.

DefendDefenders is not obliged to provide explanations regarding requests made after the closing date. Results will not be made public. **Any lobbying will lead to automatic disqualification.**

1.2 Cost of Preparing the Proposals

The proposer shall bear all costs associated with the preparation and submission of his/her proposal and DefendDefenders will in no case be responsible or liable for these costs regardless of the conduct or outcome of the proposals solicitation process.

1.3 Taxes and Duties

DefendDefenders will withhold 6% tax for Ugandan based consultants or 15% for foreign consultants except for those with WHT exemption from Uganda Revenue Authority. Your offer should, therefore, be inclusive of all taxes and any other levies.

1.4 Format and Signing of Proposals

The proposer shall prepare the **Technical Proposal** and the **Financial Proposal**. The proposals shall be typed and signed by the person or persons duly authorised to bind the bidder to the eventual contract. The **Proposal** shall be signed as per the prescribed **Proposal Submission Form** without alterations, except those in accordance with instructions issued by DefendDefenders.

1.5 Examination and Evaluation of Proposals

Information relating to the examination, clarification, evaluation and comparison of proposals and recommendations for award shall not be disclosed to bidders or any other persons not officially concerned with such processes until the award to the successful proposer has been announced. Any effort by the proposer to influence DefendDefenders' processing of the proposals or award decisions will result in automatic rejection of his proposal.

To assist in the examination, evaluation and comparison of the proposals, DefendDefenders may, at its discretion, ask any proposer for clarification of their proposal including breakdown of the unit rates. The request for clarification and the response shall be in writing, but no change in the price or substance of the proposal shall be sought, offered or permitted except

as required to confirm the correction of arithmetic errors discovered by DefendDefenders in the evaluation of the proposals.

1.6 Evaluation Methodology

The evaluation methodology to be used for the evaluation of bids received shall be the Quality and Cost Based selection (QCBS) methodology. The Quality and Cost Based selection methodology recommends the highest scoring bid, which is substantially responsive to the technical and financial requirements of the Bidding Document. The evaluation shall be conducted in two sequential stages-

- a) The technical quality of bids against set criteria on a merit point system, to determine the technical score of each technical bid.
- b) A financial comparison to determine the financial score of each financial bid, and to determine the total score of each bid.
- c) The **minimum technical score** required to pass the technical evaluation is: 50 points. **Bids scoring less than this will be rejected.**

1.6.1 Determination of Best Evaluated Bidders

That bid achieving the highest combined technical and financial score shall be the Best Evaluated Bid.

1.6.2 Determination of responsiveness

Prior to the detailed evaluation of the proposals, DefendDefenders will determine whether each proposal is substantially responsive to the requirements of the request for proposals. A substantially responsive proposal is the one, which conforms to all the terms, conditions and terms of reference of the request for proposals without material deviation or reservation. A material deviation or reservation is one:

- a) Which affects in any substantial way the scope, quality or performance of the services.
- b) Which limits in any substantial way, inconsistent with the request for proposals, DefendDefenders rights or the proposer's obligation under the eventual contract
- c) Whose rectification would affect unfairly the competitive position of other proposers presenting substantially responsive proposals.

If a proposal is not substantially responsive, DefendDefenders will reject it.

1.7 Correction of Errors

Proposals determined to be substantially responsive will be checked by DefendDefenders for any arithmetic errors in computation and summation. Errors will be corrected as follows: The corrected errors, with the concurrence of the proposer, shall be binding upon the proposer. If the proposer does not accept the corrections made of the proposal, his/her proposal will be rejected.

1.8 Technical and Financial Proposals

The technical proposals shall be submitted guided by the Terms of Reference and Application Format for the technical Proposal in the RFP. The financial proposal shall be submitted guided by the budget format.

DefendDefenders reserves the right to accept or reject any proposal and to annul the solicitation process without incurring any liability to the affected bidders or any obligation to inform them of the grounds for DefendDefenders' action.

1.9 Signing of the Contract

After DefendDefenders notifying a successful proposer that his/her proposal has been accepted, DefendDefenders will send a copy of the contract to the successful bidder and within **seven days** of receipt of the contract, the bidder shall sign and date the contract and return it to DefendDefenders.

1.10 Proposal Validity

The proposals shall remain valid and open for acceptance for a period of **30 days** from the date of closing.

1.11 CURRENCY OF PROPOSAL

Offers are to be made in **Uganda Shillings**.

Please note that the prospected contract will be in Uganda Shillings

Proposals Submission Form

We understand and agree to the request for proposal with all the terms and conditions as stipulated in the instructions to bidders, the terms and conditions of the contract and the Annexes.

We undertake that if our proposal is accepted, and the contract is awarded to us, we shall start offering the services immediately in accordance with the contract commencement date and shall render the whole services required in this contract.

We understand that DefendDefenders is not bound to accept the lowest financial proposal or any proposal you may receive and DefendDefenders shall not be liable for any expenses incurred by us in the preparation of these proposals.

We agree that the prices we have quoted are to be fixed and valid from the date of submission of the proposals and not subject to variation throughout the eventual contract period.

We further agree that we shall follow all the security and other DefendDefenders requirements as will be directed by DefendDefenders in the implementation of the contract.

Signed:

Name:

Title.....

For and on behalf of.....
(Name of Proposing Firm).

Dated thisday of2021.
(Affix Company seal or official stamp)

Terms of Reference for the Terminal Evaluation of DefendDefenders Strategic Plan 2016-2020

1.0 Introduction

These terms of reference (TOR) refer to the Terms of Reference for the End of Strategic Plan (2016-2020) evaluation for DefendDefenders. The TORs have been designed to guide the process of solicitation of a consultant to conduct the external evaluation for the Strategic Plan that ended in December 2020. The evaluation will be conducted as an external evaluation led by a consultant to enable DefendDefenders on the change/ impact accruing for the implementation of the strategic plan 2016-2020, provide accountability and support the learning processes of the organisation and its web of coalitions and sub-regional coalitions.

1.1 Background

DefendDefenders (East and Horn of Africa Human Rights Defenders Network) was established in 2005 as a regional network to strengthen the work of human rights defenders (HRDs) throughout the sub-region by reducing their vulnerability to the risk of persecution by enhancing their capacity to effectively defend human rights. DefendDefenders is a membership network consisting of individual HRDs, human rights organizations, and national coalitions in Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia (with Somaliland), South Sudan, Sudan, Tanzania, and Uganda that envision a sub-region in which the human rights of every citizen as stipulated in the Universal Declaration of Human Rights are respected and upheld

DefendDefenders also serves as the secretariat of AfricanDefenders (the Pan-African Human Rights Defenders Network). The network was formed as a result of deliberations at the All-African Human Rights Defenders Conference (Johannesburg +10) hosted in April 2009 in Kampala, Uganda. The five sub-regional networks forming the PAHRDN include: the North Africa Human Rights Defenders Network (hosted by the Cairo Institute for Human Rights Studies in Tunis), the West African Human Rights Defenders Network (Lomé, Togo), the Southern Africa Human Rights Defenders Network (hosted by the International Commission of Jurists in Johannesburg, South Africa), the Central Africa Human Rights Defenders Network (Douala, Cameroon), and the East and Horn of Africa Human Rights Defenders Network (DefendDefenders in Kampala, Uganda). PAHRDN aims to coordinate activities in the areas of protection, capacity building, and advocacy across the African continent.

1.2 Our identity

a) Our Vision

A region in which the human rights of every individual as stipulated in the Universal Declaration of Human Rights are respected and upheld.

b) Our Mission

To enhance the safety and capacities of HRDs in the region for greater resilience and effective fulfilment of their mandates.

c) Organizational Values:

We are individually and collectively guided by the following ideals:

Integrity: We are dedicated to the highest standards of honesty, transparency, and diligence.

Solidarity and inclusion: We passionately stand with and promote the safety and wellbeing of HRDs; We champion gender equality and social justice by supporting women and other HRD to catalyze change.

Excellence: We commit to the highest degree of professionalism and ethical conduct in all we do.

Confidentiality: We handle confidential information with utmost care and discretion, applying the 'do no harm' principle in all circumstances.

Respect: We fervently champion respect for fundamental human rights and diversity in humanity.

d) The Philosophy of Our Work

DefendDefenders believes that universal respect of human rights can be achieved. We acknowledge that HRDs play a critical role in promoting and upholding human rights and building a just society. We are however conscious that threats to the safety, security, freedoms, and wellbeing of HRDs; deliberate attempts to delegitimize their work; as well as constraints around resources and capacities hamper the work of HRDs. These circumstances call for solidarity with, and support to such HRDs, especially given that their own rights are violated in such circumstances.

We therefore invest our resources and capabilities towards protecting HRDs, in addition to amplifying their voices, promoting their wellbeing, and building their resilience and capacities to ensure greater effectiveness and sustainability. All our undertakings are to be guided by universal human rights principles and protocols.

e) Observer Status

DefendDefenders holds consultative status with the UN Economic and Social Council (ECOSOC) as well as observer status with the African Commission on Human and Peoples' Rights.

f) Legal Status

DefendDefenders is registered under Registration No. S.5914/5983 as a Non-Governmental Organisation under the Non-Governmental Organisations Registration Statute, 1989 of the Republic of Uganda.

2.0 About the Strategic plan

DefendDefenders concluded the implementation of its strategic plan (2016-2020) in December 2020. The strategy was developed with 3 strategic aims including: *i) protecting and defending HRDs in the region; ii) to build the capacity of HRDs in the region; iii) to advocate and raise public awareness and profiles of HRDS in this region.* The Strategy was developed with 13 strategic objectives that are summarized below:

Objective 1: *To increase the knowledge, visibility and recognition of EHAHRDP, HRDs and Human Rights work regionally and globally.*

- 1.1. Establish a communications department within EHAHRDP
- 1.2. Develop and implement a Communications Strategy.
- 1.3. Review and update EHAHRDP branding.

Objective 2: *To position EHAHRDP as a recognized contributor to the wider global agenda.*

- 2.1. Leverage the opportunities that the wider global agenda presents to EHAHRDP and its members.
- 2.2. Tackle any negative impacts this global agenda may have on human rights work.

Objective 3: *To create the necessary support system to enable the beneficiaries of EHAHRDP programmes to be sustained long term.*

- 3.1. Develop a HRD hub within East and Horn of Africa to enable economic opportunities for HRDs.
- 3.2. Enhance the protection of HRDs in the region
- 3.3. Share experiences and learnings across region and internationally.

Objective 4: *To establish, develop and strengthen national coalitions in each of the 11-member countries.*

- 4.1. Establish and develop national coalitions in each of the 11 member countries.
- 4.2. Strengthen the impact of the work undertaken, and sharing of expertise by the national coalitions across the Region.

Objective 5: *To strengthen partnerships and leverage the potential added value that these partnerships can bring to DefendDefenders.*

- 5.1. Seek out and develop partners in non-traditional areas across sectors including government agencies, businesses, academia, and professional bodies.
- 5.2. Deepen existing partnerships and leverage the potential added value that these partnerships can bring.

Objective 6: *To increase the effectiveness, efficiency, and impact of DefendDefenders through strengthening all programme areas (Capacity Development, Advocacy, and Security & Protection).*

- 6.1 Improve the effectiveness across all programme areas
- 6.2 Improve the efficiency across all programme areas
- 6.3 Increase the impact of all programme areas

Objective 7: *To strengthen the impact of DefendDefenders through leveraging information and communications technology.*

- 7.1 Enhance and Strengthen Security Education & Support across the Network
- 7.2 Leverage web technologies to support Documentation, Data, Research & Monitoring Programs
- 7.3 Improve and streamline office administration systems across the secretariat
- 7.4 Strengthen staff development in ICT area.

Objective 8: *To enable EHAHRDP to sustain itself in the long term through adopting innovative approaches to funding, planning, and programme delivery*

- 8.1 Develop a robust business continuity plan for EHAHRDP
- 8.2 Focus EHAHRDP funding and resources on work that makes a significant positive difference to the lives of HRDs across the Region.
- 8.3 Ensure a robust organization structure (Operations & Governance) to strengthen and sustain EHAHRDP.

Objective 9: *To review and enhance the board governance structures to ensure they are fit for purpose in the current and future environment in which EHAHRDP operates*

- 9.1 Augment risk management systems and processes by enhancing oversight through a greater focus on monitoring, evaluation and audit.
- 9.2 Enhance EHAHRDP systems, processes, and internal communications to ensure results are achieved consistently and in a cost-effective manner.

Objective 10: *To strengthen the effectiveness and efficiency of EHAHRDP through the alignment of its strategy, people and processes.*

- 10.1 Further enhance the organizational capacity of EHAHRDP.
- 10.2 Further enhance the professional expertise and technical systems of staff and management in EHAHRDP.
- 10.3 Develop and follow clear policies that utilize best practice approaches to improve effectiveness, efficiency and impact

Objective 11: *To strengthen PAHRDN to enable it to fulfil its role as a coordinating body in the Region*

- 11.1 As the Secretariat undertake an updated assessment of HRDs' needs across Africa and prepare a strategy accordingly
- 11.2 Support sub-regional networks in conducting trainings of HRDs
- 11.3 Advocate and lobby States, intergovernmental organisations, and non-governmental organisations to strengthen their assistance and protection to HRDs

3.0 Objectives and Evaluation Questions

3.1.1 Evaluation Objectives

The main objective of the evaluation is to assess impact accruing from DD Strategic plan implementation and lessons learnt along the 5-year course. Specifically, the evaluation is interested in fulfilling the following objectives:

- i). *To ascertain the extent of the progress made in attainment of the strategic plan objectives and targets.*
- ii). *To assess the relevance, effectiveness, and efficiency of DefendDefenders to HRDs¹, HRD fora and the 5-year context.*
- iii). *To examine the impact of our interventions and their sustainability prospects derived from the 5-year strategic plan implementation.*
- iv). *To identify factors enabled/limited the progress towards attainment of the strategic objectives and impact*
- v). *To document important lessons learnt from the process and recommendations that can be integrated in DefendDefenders Strategy 2021-2025 implementation.*
- vi). *Examine emerging opportunities and risks to our existence and programming as well as possible responses*

4.0 Methodology

The evaluation methodology/ approach should be gender responsive and integrate the DAC/OECD evaluation criteria. The methodology needs to meet international standards for an impact evaluation. Where feasible, the methodology needs to build on existing MEL practices within DefendDefenders. The evaluation methodology should enable collection of both

¹ Advocacy and research, emergency protection, capacity building (advocacy, security management and technology); institutional development (coalitions and hub-cities); organizational development (DefendDefenders).

qualitative and quantitative data to minimize limitations arising from a single sided design also considering the current context dictated by Covid-19. The consultant should propose a methodology that suits a HR and HRD programming context.

5.0 Deliverables

- An inception report detailing a comprehensive process of the evaluation, feasible time frames, and team.
- Progress reports
- Draft Evaluation report
- Representation of the findings
- Final Evaluation report

6.0 Evaluation team composition and competencies

The evaluators should meet the following requirements:

a) Individually:

- Degree or master's qualification or equivalent experience in a relevant subject
- Proven experience of conducting similar assignments, including in HR/HRD contexts.
- Expertise and affinity with gender-responsive evaluations.
- Proficiency in quantitative and qualitative methods of data collection, analysis and presentation
- Excellent report writing and analytical skills, including proven ability to form concise, actionable recommendations
- Cultural sensitivity and good communication skills
- Strong remote facilitation and coordination skills.

b) Collectively:

- Knowledge of and experience in human rights and human rights defender's work
- Understanding of the sub-regional, regional and international HR/HRD mechanisms and systems.
- Multi lingual team with capabilities in English and French. Kiswahili and Arabic will be a plus.
- A diverse team composition

7.0 Evaluation responsibilities and management arrangements

The consultant will directly work with M&E Expert in oversight for the evaluation. Overall responsibility for the evaluation will be on the Director of Program and Administration. DD management team will work as a reference team for the exercise.

8.0 Consultant Selection Process

DefendDefenders is requesting competitive proposals from qualified firms or institutions interested in conducting the End of project evaluation for the Strategic plan 2016-2020. A Contract between DefendDefenders and the Consultant will stipulate the general terms of cooperation for the strategy evaluation.

The evaluators proposal should contain:

Proposal	Points possible
Technical understanding and Methodology	45
<ul style="list-style-type: none"> • Understanding and interpretation of the TORs • A proposed (gender-responsive, utilization focused) methodology and approach for the evaluation 	15
<ul style="list-style-type: none"> • A proposed methodology, approach and implementation plan for the evaluation. • Clear identification of the main risks and corporate risk management approach associated with the successful completion of the evaluation • Corporate system of quality control safeguarding evaluation quality standards 	20
<ul style="list-style-type: none"> • Feasibility of the workplan and deliverables 	10
Team qualifications	30
<ul style="list-style-type: none"> • Academic qualifications team members and team leader • Team leader's experience in conducting strategy evaluations including design and implementation. 	10
<ul style="list-style-type: none"> • Team's evaluation experience and expertise in relevant thematic areas HRs, HRD protection & security management & advocacy with regional and international mechanisms. 	10
<ul style="list-style-type: none"> • Team's experience and expertise in regional programmes and countries • Team's professional experience and expertise in statistical analysis and sampling, development of quantitative and qualitative data collection tools, data collection management, data analysis and visualization, report writing and remote facilitation of evaluations. • Team's intercultural communication and languages 	10
Fees and costs	25
<ul style="list-style-type: none"> • Lump sum budgets for the evaluation • Detailed budget (fees and estimated costs) for the evaluation • Concise budget narrative 	25

9.0 Reference documents

- DefendDefenders Strategic Plan 2016-2020