

Request for Proposals for Conducting Mid-term Evaluation on the implementation of DefendDefenders' Strategic Plan 2021-2025 and one project named

Accelerating HRDs safety and capacity for greater resilience and effective fulfilment of their mandates in Uganda.

Client: DefendDefenders (East and Horn of Africa Human Rights

Defenders Project) Human Rights House,

John Kiyingi Rd, Nsambya

March 2023

Request for Proposals

The DefendDefenders, requests for proposals/bids for Conducting Mid-term Evaluation on the implementation of DefendDefenders' Strategic Plan 2021-2025 and one project named Accelerating HRDs safety and capacity for greater resilience and effective fulfilment of their mandates in Uganda.

The request for proposal document is 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:

Head of Procurement DefendDefenders Human Rights House, Nsambya

Email: procurement@defenddefenders.org

Proposals/bids should be submitted before **10:00am** (Ugandan local time) **on Tuesday April 11, 2023.**

Late submissions shall not be accepted.

Thank you.

Head Procurement

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 Team on email address <u>procurement@defenddefenders.org</u>, provided your request does not concern the prices for these services. This request must be sent prior to 12.00hrs on **Monday**, **April 3**, **2023**.

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 proposal's 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 where Technical Shall be 75% and financial 25%. 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) For any financial proposals that shall not be in Ugandan Shillings the Prevailing info Euro rate for the deadline day shall be used to convert the proposal for purposes of evaluation.
- d) 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 **five 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, any proposals or offers that shall be made is a currency other than the one specified shall be converted to Uganda shillings using the info Euro exchange rate on the Date of Bid closing.

1.12 Summary of the Procurement Timelines

No	Description	Timeline
1	Issuing of a Request for Proposal	24/03/2023
2	Bid Closing Date	11/04/2023
3	Evaluation Deadline and communication to the	20/04/2023
	Best Evaluated Bidder	
5	Contract Signature	28/04/2023

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 this202	

Terms of Reference for the Mid-term Evaluation on the implementation of DefendDefenders' Strategic Plan 2021-2025 and one project named Accelerating HRDs safety and capacity for greater resilience and effective fulfilment of their mandates in Uganda.

1.0 Introduction

DefendDefenders is implementing a strategy that has been running since 2021 and ends in 2025. Based on this, DefendDefenders is seeking services of a consultant to conduct a Midterm evaluation for the Strategy and one of its core projects funded by the Dutch Embassy in Uganda. These Terms of Reference (TOR) have been developed to guide the process of solicitation of a consultant to conduct the midterm evaluation for the Strategic Plan and the "Accelerating HRDs safety and capacity for greater resilience and effective fulfilment of their mandates in Uganda" project to enable DefendDefenders to guarantee a professional and objective analysis on the change/ likelihood of impact accruing from the implementation of the strategic plan 2021-2025, provide accountability and support the learning processes of the organisation and its web of coalitions and sub-regional coalitions.

1.1 Background

Defenders was established in 2005 as the East and Horn of Africa Human Rights Defenders Project and registered as a foreign Non-Governmental Organisation (NGO) in Uganda. DefendDefenders exists to strengthen the work of Human Rights Defenders in the sub-region by reducing their vulnerability to the risk of persecution and by enhancing their capacity to effectively defend human rights. To achieve this, DefendDefenders' work has to date focused on protection and security management, capacity building, technology development, as well as advocacy, research, and communications. DefendDefenders establishes and supports national coalitions of HRDs in various countries through which HRDs can come together and claim their rights at the national level.

DefendDefenders serves as the Secretariat of the East and Horn of Africa Human Rights Defenders Network (EHAHRD-Net) representing thousands of HRDs and their organisations. DefendDefenders draws its membership from Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia (together with Somaliland), South Sudan, Sudan, Tanzania, and Uganda. DefendDefenders also serves as the secretariat for AfricanDefenders (Pan-African Human Rights Defenders Network.)

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 HRDs 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 constrains 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 be guided by universal human rights principles and protocols.

2.0 About the Strategic plan

DefendDefenders Strategy 2021-2025 "Enhancing the safety and capacity of HRDs in the region for greater resilience and effective fulfillment of their mandates" is focusing on three (3) programme objectives and one (1) institutional objective corresponding to: Protection and Security Management; Advocacy and policy influencing; capacity building for HRDs; and organizational effectiveness. The strategic objectives that are summarized below:

Objective 1: Enhance the availability, accessibility, and utilisation of emergency and mediumterm protection services to HRDs at risk.

- 1. Enhanced HRD security, resilience and continued operation.
- 1.1 Improved access to protection support for HRDs at risk.

Objective2:

- Strengthen policy influence and advocacy engagements at the global, African, subregional, and national level for HRD safety.
- 2.1 Better policy reform and advocacy engagements with international and African human rights systems, sub-regional economic blocks, national institutions and other relevant stakeholders for HRD safety.
- 2.2 HRD work, visibility and protection amplified.
- 2.3 Strengthened strategic impact litigation in order to achieve effective reforms, formulation and implementation of international standards.
- **Objective 3**: Improve the capacity of sub-regional networks and national coalitions, organisations and individual HRDs to effectively do their work, and respond and mitigate imminent risks and threats.
 - 3.1 Strengthened technical and organisational capacity of the sub-regional networks and national coalitions.
 - 3.2 Increased capacity of HRDs and their organisations to effectively respond and mitigate imminent.

Objective 4: Strengthen DefendDefenders institutional capacity to effectively deliver on its mandate.

- 4.1 Increased compliance, efficiency, and effectiveness resulting from consistent application, consolidation of systems, and processes.
- 4.2 Improved financial management systems and practices, better financial stewardship, and operational efficiency.
- 4.3 Improved risk management systems, and timely risk detection and mitigation.
- 4.4 Strengthened governance, leadership, and organisational oversight.
- 4.5 A motivated, engaged, and performing workforce.
- 4.6 A diversified and sustainable resource envelop.
- 4.7 Strong M&E system with better programme quality, efficiency, effectiveness, accountability, learning, and innovation.
- 4.8 Improved profiling, visibility as a major player in the HRD sphere, innovative communication, and collaboration with stakeholders.
- 4.9 Better organisational management.

2.1 About the project (Accelerating HRDs safety and capacity for greater resilience and effective fulfilment of their mandates in Uganda)

Similarly, the "Accelerating HRDs safety and capacity for greater resilience and effective fulfilment of their mandates in Uganda" project is a five-year project funded by the Dutch embassy in Uganda. The project will contribute to DefendDefenders' protection and security management component which aims to increase the safety and security of HRDs, whether they face threats and imminent risk due to their human rights work or due to limited skills and knowledge in safety and security. Advocacy and policy influencing is derived as a main tool to address the legal and policy environment that is increasingly restricting HRDs and organisations supporting or executing HRD work. Capacity building is hinged on the realisation that the safety and continued operation of HRDs depends on the level of

capacity/skills (*capacity to do, capacity to be,* and *capacity to relate*) resident within individual HRDs, their organisations, national coalitions, and the sub-regional networks.

The project provides support to HRDs in Uganda, preventive support in the forms of capacity building engagements, and protection tools and reactive support. The project also provides support to HRDs in exile in Uganda, who are still facing threats and are still at risk. The project objectives are summarized below:

- Objective 1: To enhance the availability, accessibility and utilization of emergency and mediumterm protection services to HRDs at risk in Uganda.
- Objective 2: To strengthen policy influence and advocacy engagement at the national and international level for HRD safety.
- Objective 3: To improve the capacity of individual HRDs to effectively do their work, respond and mitigate imminent risks and threats faced.

3.0 Purpose of the Evaluation, Evaluation Criteria and objectives.

3.1 Purpose of the Evaluation

The purpose of the evaluation is to assess progress made in attaining the strategic objectives based on the OECD/DAC evaluation criteria, and document key lessons learnt for both the Strategy and the Dutch Funded Grant. The evaluation will identify any challenges that have inhibited progress and recommendations for program sustainability. As a mid-term process-focused exercise, the evaluation's purpose is intended to provide an opportunity for learning and improvement by identifying factors contributing to (or inhibiting) successful delivery of the strategic results and to inform the remaining period of implementation of the strategic plan and the project.

3.2 Specific objectives of the Evaluation

- i). To ascertain the progress on the strategic objectives based on OECD/DAC evaluation criteria.
- ii). To identify factors that enabled/limited the progress towards attainment of the strategic objectives and results, including emerging opportunities and risks to our existence and programming.
- iii). To document important lessons learnt so far and recommendations that can be integrated in the implementation of the strategic plan going forward.

4.0 Methodology

The evaluation methodology/ approach should be gender responsive and integrate the DAC/OECD evaluation criteria. The evaluation shall follow a participatory approach and engage a range of DefendDefenders' stakeholders in the process. Where feasible, the methodology needs to build on existing MEL practices within DefendDefenders. The evaluation methodology should enable collection of both qualitative and quantitative data to minimize limitations arising from a single sided design. The consultant should propose a methodology that suits a human-rights and a human rights defenders

programming context.

5.0 Deliverables

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

6.0 Qualifications and competencies

The evaluators should meet the following requirements:

a) Individually:

- Master's Degree or its Equivalent qualification in areas of Business administration, Social Sciences, Development Studies, Project management, Monitoring and Evaluation, Human Rights and Gender or equivalent experience in a relevant subject.
- Proven experience of conducting similar assignments, including in human rights/human rights defenders' contexts. (3 samples of projects worked on)
- 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.
- Three referees

b) *Collectively:*

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

7.0 Evaluation responsibilities and management arrangements

The consultant will directly work with the Senior M&E Expert as the evaluation Manager for the assignment. Overall responsibility for the evaluation will be on the Director of Program and Administration. DefendDefenders' 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 mid-term evaluation for the Strategic plan 2021-2025. A contract between DefendDefenders and the consultant will stipulate the general terms of cooperation for the evaluation.

The evaluators proposal should contain:

Proposal	Points allocated (%)
Technical understanding and Methodology	50
Understanding and interpretation of the TORs.	25
A proposed (gender-responsive, utilization focused) methodology	
and approach for the evaluation.	
Clear understanding of the scope of the assignment	
Clear identification of the main risks and corporate risk	15
management approach associated with the successful completion	
of the evaluation.	
Corporate system of quality control & safeguarding evaluation	
quality standards.	
Clear methodology and Feasibility of the workplan and deliverables	10
Team qualifications and experience	25
Academic qualifications of team members and team leader	8
Team leader's experience in conducting strategy evaluations	
including design and implementation and Project	
Evaluations.	
Team's evaluation experience and expertise in relevant thematic	10
areas HRs, HRD protection & security management and advocacy	
with regional and international mechanisms.	
Team's experience and expertise in regional programmes and	7
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 especially	
English and French	
Fees and costs	25
Lump sum budgets for the evaluation	25
 Detailed budget (fees and estimated costs) for the evaluation 	
Concise budget narrative	

9.0 Reference documents

- DefendDefenders Strategic Plan 2021-2025
- Dutch project proposal (Upon recruitment of consultant)