

ToR (Abridged Version)¹

Evaluation of FORUM-ASIA's Performance and Achievements

1. Background and Context

FORUM-ASIA was founded in 1991 with the mission to promote and protect all human rights, including the right to development, through collaboration and cooperation among human rights organisations and defenders in Asia. It is a membership-based non-governmental organisation with 58 members from 19 countries in Special Consultative Status with the United Nations Economic and Social Council (ECOSOC) and has a Consultative Relationship with the ASEAN Intergovernmental Commission on Human Rights (AICHR). Registered in Geneva as an international non-governmental organisation, the main office (Secretariat) of FORUM-ASIA is based in Bangkok. But, it also has offices in Jakarta, Geneva, and Kathmandu.

The main office or Secretariat is responsible for overall project implementation, including regular follow-up for quality control, monitoring and evaluation. The Jakarta office works at the ASEAN level focusing on standard setting and institution building of the ASEAN human rights systems, while the Geneva office monitors and follows up on Asian human rights issues and links them to global debates on human rights, and monitors developments at the international level and feeds FORUM-ASIA members and other concerned emerging trends and priorities at the global level. The Kathmandu office provides a presence to strengthen and consolidate human rights movements through effective collaboration with its member and partner organisations in South Asia.

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."

2. Objective of Evaluation

This evaluation has a two-fold objective:

- a. To assess FORUM-ASIA's performance and achievements against the objectives of the projects it has implemented over the years, and to summarise results against the organisation-wide results framework, particularly against the four objectives discussed below (Section 3); and,
- b. To review the progress made against recommendations of previous evaluations that have looked at both programme-related as well as organisational development (OD) aspects.

The focus of evaluation will be on to what extent expected results have been achieved (objective a.) and improvements made against earlier evaluation/review recommendations (objective b.). Analysis of factors and reasons behind over or under-performance and

¹ A detailed ToR will be shared with successful applicant/s.

deviations, if any, and recommendation of concrete measures FORUM-ASIA should initiate to address underlying issues will be central to the objectives.

3. Scope of Work

The Scope of Work involves following two focus areas as reflected in Section 2 – Objective of Evaluation.

3.1 Assessment of Results and Lessons

The assessment of outcomes/results and lessons will be done vis-à-vis the following result-areas discussed as Specific Objectives of FORUM-ASIA against Corresponding Outcomes.

Specific Objectives	Corresponding Outcomes
Increased capacity of Asian civil society organisations and human rights defenders	<ul style="list-style-type: none"> ▪ Civil society capacities and institutional practices strengthened to effectively participate in different policy-making forums and processes at different levels. ▪ Increased interaction between civil society and governments towards democratic decision-making and strengthening of accountable and transparent governance in Asia. ▪ Civil society concerns and recommendations in the promotion and protection of human rights adopted and implemented by Asian governments and NHRIs.
Foster an environment conducive for better human rights protection and democratic development in Asia	<ul style="list-style-type: none"> ▪ Increased protection and security for Asian human rights defenders in terms of their physical security and secure working environment. ▪ Increased capacity of Asian human rights defenders and organisations to conduct effective campaign and advocacy actions at national, regional, and international levels. ▪ Increased public awareness on situations faced by human rights defenders, particularly on the situation of women human rights defenders in Asia.
Enhanced impact of Asian human rights defenders’ advocacy actions in relation to ASEAN and United Nations (UN) human rights mechanisms	<ul style="list-style-type: none"> ▪ Increased and institutionalised civil society space available in intergovernmental platforms relating to human rights and democracy in Asia (in particular ASEAN, and UN). ▪ Reaffirmation of ASEAN commitment to regional endeavours for the promotion and protection of human rights
Strengthened FORUM-ASIA’s institutional and operational capacity as a regional umbrella organisation	<ul style="list-style-type: none"> ▪ Capacity for knowledge management, financial sustainability and result-based management of FORUM-ASIA further strengthened so that it is able to serve its members more efficiently and effectively; ▪ Enhanced recognition of FORUM-ASIA in the media, including social media, with enhanced outreach to member organisations, key officials and stakeholders in the region; ▪ Capacity of FORUM-ASIA further enhanced in terms of effective and secure communication and information sharing among its members and partners.

3.2 Assessment of Progress against Recommendations of Previous Evaluation or Reviews

Progress against recommendations of previous evaluations will be evaluated based on the measures FORUM-ASIA has initiated in response to each of the recommendation.

3.3 Suggested Research Questions

The assessment of results stated in para 3.1 above can involve the following research three questions:

- What are the main results that have been achieved in each of the result-areas over the years?
- How do FORUM-ASIA members perceive the role of the Secretariat in terms of programme implementation, engagement with them, strategic direction, and so on?
- Where does FORUM-ASIA stand in terms of gender mainstreaming? What progresses has it made against recommendations from earlier evaluations?

The assessments of results stated in para 3.2 above can involve the following research questions:

- What is the status of implementation of recommendations of the evaluation/reviews undertaken in the past?
- Overall, how does FORUM-ASIA position itself in terms of policy-informed and system-based human rights organisation in Asia?

4. Evaluation Methodology

The evaluation will be a participatory exercise, with external consultants and FORUM-ASIA, including its members, working closely on the continuum of the evaluation process starting from data collection. While the analysis of data and presentation of findings will be done independently by the consultants, FORUM-ASIA and its members will have an opportunity to explain the context or condition related to the data.

4.1 Data Collection

The consultants will collect data in line with the evaluation framework they would develop through a variety of quantitative and qualitative methods.

4.1.1 Secondary Sources of Information (Background Documents)

The consultant/s will collect secondary information from FORUM-ASIA's Strategic Plan, Project Documents (agreed with donors), Annual Progress Reports, Report of External Evaluations (conducted earlier), Organisational Policies and FORUM-ASIA's publications.²

4.1.2 Primary Data

Depending on the methodology developed, primary data collection may involve a multi-method approach with semi-structured and structured interviews, stakeholder survey through a structured questionnaire and focus groups discussions. Some of these methods may require field visits as well.

4.2 Data Analysis

In analysing data, the consultant/s will, in addition to the information generated through secondary sources, take into consideration perspectives of various stakeholders consulted, and triangulate findings from different methods used. They will make every effort necessary to provide a sound evidence base for the evaluation.

4.3 Consolidation of Findings

The consolidation of findings will include the following tasks:

² These documents will be shared with successful candidates.

- Preparation of a draft report based on a research framework finalised in consultation with FORUM-ASIA and addressing each of the issues highlighted above. The report will also include a set of recommendations responding to the issues that have emerged.
- Sharing the draft report with FORUM-ASIA for comments and feedback.
- Finalization of the report, including an executive summary, after incorporating comments and feedback received from FORUM-ASIA.

5. Duration

The evaluation will take place during July/August 2018. The actual duration for the evaluation will be **24 working days**, as broken down below:

Activities	Working Days
Structuring the evaluation and preparation and submission of a Mission Preparation Note	3
Secondary data collection	3
Primary data collection (including field visits)	12
Consolidation of findings and submission of draft report to FORUM-ASIA	4
Incorporation of comments from FORUM-ASIA and finalisation of report	2
Total working days	24

6. Deliverables

The evaluation will have process-related and output-related deliverables:

6.1 Process Deliverables

- Management of the review process, including planning for field visits and other related activities.
- Management of consultations with respondents.

6.2 Output Deliverables

- **A Mission Preparation Note (MPN)** should be prepared and submitted to FORUM-ASIA explaining the methodology for the proposed evaluation, including an evaluation framework, list of methods to be used and instruments needed for these methods. The MPN should also include a timeline for the evaluation and a plan for fieldwork.
- **A Draft Report** containing responses to all aspects of the evaluation objective as outlined in Section 2 and the scope of work as discussed in Section 3 above.
- **A Final Report** incorporating comments by FORUM-ASIA. The final report will be limited to 30 pages, including an executive summary of around 3 pages, and excluding annexes.

7. Expertise

The consultants will have an adequate understanding of human rights, accountability, gender equality and social inclusion, gender mainstreaming, and organisational development/management. They will also have good knowledge of human rights based approaches to advocacy campaigns and social movements linked to social transformation in general and human rights protection and promotion in particular. They are also expected to have an adequate understanding of institutional governance, and capacity building of civil society organisations, and past experiences of involvement in similar areas of work.

8. Budget

Budget for the assignment includes a standard consultancy fee for 24 days, costs for economy class travel, if travel is required, local travel costs, and costs for accommodation during travel days.