

## **RFP: 01/2021- External Evaluation Service**

Published on **February 09, 2021**

### **1. INTRODUCTION**

The Jerusalem Human Rights Consortium (JHRC), is a consortium of 4 leading Palestinian human rights organizations native in Jerusalem; The Jerusalem Legal Aid and Human Rights Centre (JLAC), The Land Research Centre (LRC), The Saints Yves Association (St Yves) and the Women's Centre for legal Aid and Counselling (WCLAC).

The consortium has started the implementation of the project *“Protecting Marginalized Communities in East Jerusalem through legal aid, planning and advocacy”*, funded by the EU East Jerusalem Programme, the overall objective of the project is to support the marginalized Palestinian communities in East Jerusalem, increase their resilience, prevent forcible transfer and reinforce the Palestinian identity of East Jerusalem. Over the course of the project, the consortium and its member organizations will support the resilience of Palestinian Jerusalemite communities through the provision of legal aid, land planning assistance, and local and international advocacy efforts.

The legal aid efforts the consortium organizations will provide can be broken down into

- House Demolitions
- Residency Rights
- Social & Economic Rights
- GBV and Family Rights due to Israeli discriminatory laws and policies
- Public Interest Cases

The JHRC is hosted by the Jerusalem Legal Aid and Human Rights Centre (JLAC), and thus JLAC acts as the legal representative of the JHRC.

### **Mission at Hand**

The Jerusalem Human Rights Consortium (JHRC) led by The Jerusalem Legal Aid & Human Rights Centre – JLAC is calling for **external experts to conduct an external mid-term and final evaluation for their three years project** *“Protection of Marginalized Communities in East Jerusalem Through Legal Aid, Planning and Advocacy, funded by the EU”*.

The project is aiming to challenge the Israeli policies targeting marginalized Palestinian communities in East Jerusalem, to reduce the impact of such policies and to empower the targeted communities. The Jerusalem Human Rights Consortium (JHRC), through its member organizations will provide free legal counselling, legal aid and representation to Palestinian Jerusalemites who face the threat of forcible transfer by losing their Housing, Land and Property rights through house demolitions, denial of building permits, unjust planning, and withdrawal of residency rights.

The action will provide vulnerable Jerusalemite families, under the threat of forcible transfer, with the legal support to increase their resilience in the face of the Israeli efforts to create conditions that would force a significant amount of Palestinian Jerusalemites to leave Jerusalem, and thus lose their status as permanent residents, shall they fail to prove that Jerusalem is their “centre of life”.

## 2. BACK GROUND

Since its occupation of the West Bank (including East Jerusalem) in June 1967, Israel has been relentlessly inducing the forced displacement of Palestinian original inhabitants from various strategic locations, especially in East Jerusalem. The Israeli governments’ laws, measures and policies have led to the creation of an environment where the threat of forced displacement of Palestinians is increasing systematically. The Israeli policies include home demolitions, confiscation of land and property and forced eviction, construction of Israeli settlements and their expansion at the expense of the Palestinian neighbouring communities, limiting the Palestinian access to zoned land and building permits. Throughout its lengthy occupation of the Palestinian areas, including East Jerusalem, Israel has been failing to meet its obligations as an occupying power under the International Law, especially in regards to residency, housing, property, social and economic rights. Israel’s long occupation and constant ongoing violations of International Humanitarian and Human Rights law have been augmented by the Palestinian Jerusalemites limited ability to maintain their rights to housing, land, residency, social and economic rights, access to judicial and other relevant institutions, be involved in developing and planning the areas in which they reside and preserve the Palestinian identity of East Jerusalem.

## 3. TERMS OF REFERENCE (ToR)

### A. EVALUATION PURPOSE

**Purpose of the mid-term evaluation:** The mid-term evaluation will cover first 18-24 months. This mid-term programme evaluation will focus on the implementation period. The midterm evaluation is forward looking and will capture effectively lessons learned and provide information on the nature, extent and where possible, the potential impact and sustainability of the programme. The evaluation will assess the programme’ design, scope, implementation status and the capacity to achieve the expected outcomes. They will collate and analyse lessons learned, challenges faced and best practices obtained during implementation period which will inform the second phase of implementation of the joint programme. The emphasis on lessons learned speaks to the issue of understanding what has and what has not worked as a guide for future planning. The evaluations will assess the performance of the programme against planned results. They will also assess the preliminary indications of potential impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals. The findings and recommendations of the evaluations will inform the key stakeholders of this evaluation who are The Jerusalem Legal Aid & Human Rights Centre – JLAC, the Jerusalem Human Rights Consortium (JHRC) and partners.

**Purpose of the end-of-project evaluation:** It is commissioned by the consortium in accordance with the guidelines of the EU evaluation criteria. The evaluation serves the main purpose of identifying lessons from the implementation of the project for its future continuation to be further used by The Jerusalem Legal Aid & Human Rights Centre – JLAC, the Jerusalem Human Rights Consortium (JHRC) and their partners. It should also provide input on how the next project priority should look like and which activities would be required to further consolidate results.

The evaluation process will be guided by the Evaluation Guidelines and other relevant instruments such as the OECD DAC Criteria.

### **Stakeholders**

The primary stakeholders for the evaluation report are the Jerusalem Human Rights Consortium (JHRC) East Jerusalem joint programme in Palestine.

Externally, at the country level, the evaluation report will be presented to and provide a platform for dialogue with programme partners and affected Communities consistent with Jerusalem Human Rights Consortium (JHRC)'s commitments

Findings of the evaluation will also be shared with other NGO actors and partners in country including the human rights working group.

## **B. EVALUATION OBJECTIVES AND SCOPE**

The primary objective of the evaluation is to provide an assessment of the overall effectiveness of the programme approach and of its' individual components. The evaluation is expected to focus in particular on the legal aid pillar and the community-based approaches that have been used across the various components of the programme on one hand, and on the advocacy component on the other, with the aim of informing the programme and respective approaches going forward.

The evaluation process is expected to enrich our learning process, and to support strengthening of future programming by The Jerusalem Legal Aid & Human Rights Centre – JLAC, the Jerusalem Human Rights Consortium (JHRC) and partners. The evaluation shall specifically seek to achieve the following:

1. To assess the extent to which the programme has delivered against its objective and expected results, particularly with regard to the legal aid pillar, the community-based protection and the advocacy component;
2. Highlight programme successes and shortcomings (both at project-level theory of change and implementation levels) and identify significant factors that facilitated or impeded the achievement of the programme objective;
3. To draw key lessons from the programme, and incorporate them in recommendations that will help inform the design and implementation of future interventions by The Jerusalem Legal Aid & Human Rights Centre – JLAC the Jerusalem Human Rights Consortium (JHRC) and partners.

The scope for examination is determined in line with the relevant evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) are associated with a number of key questions that are to be addressed and explored.

Therefore, the objectives of the evaluation include the following:

1. To assess whether the intervention logic of the consortium remains to be relevant and to make recommendations on what needs to be changed in the future phase;
2. To assess the effectiveness of the consortium in contributing to the improvement of the situation of the beneficiaries and East Jerusalem Palestinian residence;

3. To analyse the impact of the consortium at local and national level, especially in regard to access to justice for marginalised communities, groups and women in the targeted areas;
4. To assess the degree to which project outputs can be expected to continue having an impact with the continuation of the project or lack thereof;
5. To identify mechanisms supported and/or integrated by local, regional or national stakeholders that could ensure sustainability if the intervention were to cease;
6. To identify lessons learnt from the implementation of the project and to provide recommendations to the Jerusalem Human Rights Consortium (JHRC) and JLAC.

The recommendations should include, where appropriate, indications on additional tools and resources to be used for more effective and meaningful impact.

### C. EVALUATION CRITERIA AND QUESTIONS

The evaluation will assess the project against the criteria of sustainability, impact, relevance, - effectiveness and added value of the processes initiated. It will provide answers to the following evaluation questions:

1. To what extent did the project establish links with the relevant local, regional, national existing structures to ensure the continuation of the activities in the future?
2. Questions related to the evaluation criterion “impact” include:
  - a. To what extent has the project succeeded in making an impact at local and national level?
  - b. What, if any, have been unintended effects of the project?
3. Questions related to the evaluation criterion “relevance” include:
  - a. To what extent does the design of the intervention address the problems identified in the needs assessment phase?
  - b. To what extent do the project activities address the needs of targeted groups in accessing justice?
4. Questions related to the evaluation criterion “effectiveness” include:
  - a. To what extent has the project achieved the expected results? What have been the reasons for achievement and lack thereof?
  - b. What overall lessons can the management team of the project, the Jerusalem Human Rights Consortium (JHRC) learn from the implementation of the project Joint Programme so far?
  - c. How is the principle of gender equality and participation of women reflected in the design and implementation of the intervention?
5. Questions related to the evaluation criterion “added value” include:
  - a. How did the implementation of the project ensure complementarities and generate synergies with other programmes and stakeholders at local and national level; what are the strengths and weaknesses of having the Jerusalem Human Rights Consortium (JHRC) implement the project?

The evaluation questions to be addressed by this evaluation are expected to be further modified or refined in consultation with the consultant during the inception phase of the evaluation process. It is anticipated that the evaluation will address the specific questions set out below providing an evidence base for conclusions drawn and proposing recommendations for future action.

The following questions should be addressed considering the relevant programme pillars:

1) What overall evidence is there that the programme objective of improving the legal protection, safety and resilience of beneficiaries has been achieved, as outlined in the project proposal and log frames?

- How are affected communities better positioned to independently, or with increased independence, address their own current legal protection needs? And how are they prepared to respond to future risks or crisis?
- How far did the programme positively contribute to improving the ability of affected communities to improve their resilience through advocacy?
- Are there differences between communities, or among groups within the same communities?
- To which extent has the evidence-based advocacy contributed to strengthening The Jerusalem Legal Aid & Human Rights Center – JLAC and programme partners’ policy asks and advocacy work on East Jerusalem residence rights protections issues?
- What internal and external factors have influenced the achievement of programme objectives?

2) What have been the positive and negative, expected and unexpected changes that the project has contributed to for different target groups and to what extent are these likely to be sustained?

- To what extent did the intervention respond to the needs and priorities of the people and communities it targeted?
- To what extent was the community-based approach relevant to the objectives of the programme? How do communities (women, men, girls and boys and other marginalized groups), partners and other stakeholders value the program outcomes?
- To what extent do targeted women and men have improved capability to accessing the needed services in safety, to self-refer or to request assistance to access necessary services?
- To what extent and how effectively has sustainability been considered in the project? And what evidence is there of the likelihood of sustainability of activities following the completion of the project?

3) How effectively and appropriately have we worked with others and involved them in relevant stages through the process?

- How effective was the Jerusalem Human Rights Consortium (JHRC) and JLAC engagement with community facilitators and community groups throughout the project in supporting achievement of intended results?
- To what extent have organisations participating in or contributing to the programme engaged and developed a relation with targeted populations that contributed to increasing their ability to access services or protection?
- What has been the impact of the engagement and collaboration with a range of different organisations on the extent of the cooperation among those actors?
- What has been the impact (positive & negative) of the Jerusalem Human Rights Consortium (JHRC) and JLAC’s approach to partnership on project implementation and effectiveness of the responses (including project quality), and on mutual accountability and learning (including support to increasing partners’ capacity)?

4) How effectively and efficiently have our resources been used?

- Is there any evidence of the community-based approach contributing to increasing the efficiency of the programme?
- How effective and appropriate has been the development of in-house research, learning, advocacy and policy capacity?
- How effective and appropriate were the strategies and modalities employed and implemented by the Jerusalem Human Rights Consortium (JHRC) and JLAC and partners? Which strategies have proven to be more effective/influential to achieve the programme objectives?
- What factors have supported and hindered accountability to affected populations? Cross-cutting

5) How effectively has the programme integrated gender analysis (particularly with a view to GBV preventions) & mainstreaming actions and to what effect?

6) To what extent and how has the programme integrated risk analysis and mitigation measures into planning and implementation? How was safe programming implemented? How were power dynamics reflected and taken into account?

## D. METHODOLOGICAL APPROACH

The approach will include document review, through the analysis of documents and legal texts; semi-structured interviews or questionnaires and case studies.

### *Specific experience and qualifications:*

1. At least master's degree in Law, Public Policy and Management, Public Administration, Development studies, International Development, or any other relevant university degree;
2. A minimum of 10 years work experience in evaluating projects/programmes within international development and/or Human Rights.
3. Extensive experience in conducting evaluations of human rights projects preferably involving multiple partners and the European Union as a donor, including designing and employing both qualitative and quantitative data collection methods, which are participatory and sensitive to the needs of the target group;
4. Deep understanding of non-governmental organisations, human rights organisations, call for proposals procedures, legal and practical aspects of funding frameworks and Project management;
5. Experience liaising with different stakeholders, including individuals, governmental and international entities and civil society;
6. Extensive expertise, knowledge, and experience in the field of inclusive participation, access to justice, human rights promotion, conflict prevention and support to governance initiatives with focus on citizen participation and empowerment, human rights protection development and GBV;
7. At least 10 years of experience in working with international organizations and donors;
8. Extensive experience of programme formulation, monitoring and evaluation;

9. Experience in evaluating similar programmes, includes a very good knowledge of Israeli stakeholders relevant authorities have an influence on the life of Palestinians residence of East Jerusalem.
10. Excellent written and verbal communication skills in English and Arabic. Fluency in Hebrew will be and added advantage.
11. Work experience in the areas of local capacity building (in particular community/ institutional/ organisational), results-based management, gender equality, social welfare, and beneficiary involvement (this might include evaluation work, providing technical support, or working with implementation).
12. Working experience from geographically different regions.
13. Advanced critical thinking, analysis, and synthesis skills required to draw conclusions from several sources of information and data;

## E. DELIVERABLES

It is expected that the timeframe and methodology will be shared with and discussed with the programme director ahead of the start of the evaluation. Once that is agreed upon, the data gathering could start.

The consultant is expected to deliver:

- a. A structuring/restructuring the project log frame
- b. Revise and develop a programme theory of change
- c. A mid-evaluation report covering the first 18 months of the project.
- d. A final evaluation report at the end of the project. The report will include changes/modifications, agreed between the programme director/evaluation task manager and the consultant.

Note: The final evaluation report shall systematically answer the key evaluation questions and cover the evaluation questions, fairly and clearly represent the views of different actors/ stakeholders, and give clear conclusions substantiated by the available evidence. The report should be of approximately 30 pages (excluding annexes), of publishable quality with a stand-alone executive summary of no more than 4 pages (in English). Main report sections are as follows (Details of the report outlines will be shared and discussed with the Supervisor upon contracting):

- ✓ Executive Summary
- ✓ Introduction
- ✓ Description of the methodology
- ✓ Evaluation Findings/answered questions
- ✓ Conclusion and lessons Learned
- ✓ Specific actionable recommendations for The Jerusalem Legal Aid & Human Rights Center – JLAC and partners in the programme.

In addition, the report should contain the following annexes, as well as any other relevant material: initial and final Terms of Reference for the evaluation; itinerary and final timetable; list of events attended; list of persons interviewed; list of documents reviewed.

## F. TIMEFRAME

### *Tender phase*

The deadline for submission of tenders for this consultancy is Monday Feb 22, 2021. Interested candidates should be available for interviews between 08-10 March 2021.

### *Inception phase*

15 March 2021. Contract will be signed in JLAC offices.

As this is meant to be a learning process, and in efforts to ensure the best balance of priorities for the study, the inception period will entail a series of discussions with between the Consultant(s) and different programme stakeholders.

### *Implementation phase (data collection, findings & analysis)*

April 2021 – Dec 2022. Again, as this is also meant to be a learning process for the programme team, debriefings will be held at various stages of the data collection process to reflect and help refine the focus of the study as it evolves.

### *Reporting Phase*

#### **A. Revised Log frame**

April 10, 2021 Draft revised Log frame,  
April 12-20 Presentation, verification workshop, recommendations and feedback  
May 5 2021, Final Draft

#### **B. Revised Programme Theory of Change**

June 10, 2021 Draft revised Programme Theory of Change,  
June 12-20 Presentation, verification workshop, recommendations and feedback  
July 5 2021, Final Draft

#### **C. Mid-term Evaluation Report**

September 10, 2021 Draft mid-term evaluation report,  
September 12-25 Preliminary revision, workshop, presentation of findings and recommendations,  
October 10 2021 Final Draft

#### **D. Final Evaluation Report**

February 10, 2023 Draft Final-evaluation report,  
February 12-20, 2023 Preliminary revision, workshop, presentation of findings and recommendations,  
March 5, 2023 Final Draft

- **NB:** in the case of No-Cost Extension of the EU grant contract, the final evaluation report dates will be amended accordingly, at no extra cost to JLAC/JHRC

## G. THE EVALUATION TEAM

Interested consultants may present a tender as a team or as an independent consultant.



## H. SUBMISSION OF OFFERS AND SELECTION CRITERIA

- a. Applicants are requested to send their submissions, with the subject "RFP 01/2021: External Evaluation Service" by Monday Feb 22, 2021.
- b. Applications must include:
  1. A cover letter.
  2. A statement (10 pages maximum) detailing the understanding of the task, the proposed study methodology, a work plan and the proposed evaluation team (CVs annexed)
  3. A detailed financial proposal in Euros including consultancy fees and other eligible costs (transport and communication for field visits, statistics, proof reading, etc), excluding V.A.T.
  4. Two samples of abstracts of previous relevant research/work.
  5. Two references
- **NB:** The cost of newspaper Ad is to be borne by the selected contractor.

The review of the submissions will take into account the following criteria:

- a. Understanding of the ToRs & required deliverables (20%)
- b. Suggested methodology (20%)
- c. Relevant experience of the suggested team (20%)
- d. Quality of submitted samples (10%)
- e. Financial offer (30%)

## I. OWNERSHIP AND CONFIDENTIALITY

The Jerusalem Human Rights Consortium (JHRC) and JLAC retains intellectual property rights on the material generated in this study, and it will be shared only with their written consent.

## J. MODE OF PAYMENT:

Payment will be made in three instalments. 30% payment will be made upon receiving, reviewing and approval of the Inception report, the inception meeting, the approval of deliverables A. & B. above (A. Revised Log frame, B. Revised Programme Theory of Change). The second payment of 30% will be made upon the approval of the Mid-Term Evaluation Report, and the final payment of 40% will be made upon the approval of the Final Evaluation Report.

All payments will be made against a ZERO VAT invoice and payment request.

## K. HOW TO APPLY:

In **two separately closed and stamped** envelopes, the technical and financial offers, have to be delivered to the Jerusalem Legal Aid Centre – JLAC main office in Ramallah no later than February 22 2021 at 16:00h, by hand/courier, to the below address, with the clear marking:

## DO NOT OPEN PRIOR TO EVALUATION SESSION

### RFP: 01/2021 – External Evaluation Service

The Jerusalem Human Rights Consortium  
The Jerusalem Legal Aid & Human Rights Centre – JLAC  
3rd floor Millennium Building,  
Kamal Nasir Street, Al-Masayef  
Ramallah, Palestine

A soft copy of the technical offer should also be included within the technical offer envelope.

The selected contractor, and within 3 days of notification, is to provide hard copies of

- a. Certificate of registration
- b. Deduction at source (or alternatively a letter authorizing JLAC, to deduct up to 10% of the total payment)
- c. Full bank account details for the purpose of wiring bank transfers. Transfers will be made in EURO.

For any further inquiries, please contact Ms Maram Abusada ([mabusada@jlac.ps](mailto:mabusada@jlac.ps))

Tenders should include a copy of the registration certificate, or copy of the ID for independent consultants, and a contact person for any questions from the Jerusalem Human Rights Consortium (JHRC) and JLAC. The Jerusalem Human Rights Consortium (JHRC) and JLAC reserve the right not to accept the lowest or any of the tenders.