



# **Terms of Reference**

## **External Evaluation & Strategic Plan Formation**

**May 2017**

**JLAC-The Jerusalem Legal Aid & Human Rights Center**

# 1. Introduction

## a. JLAC's Profile

### Who We Are?

Over the past 42 years, the Jerusalem Legal Aid and Human Rights Center (JLAC) has formed a specific and specialized niche for itself; that of rendering legal aid to vulnerable communities in combating human rights violations. JLAC has since become a key and major player in certain interventions; In addition to keep its strong presence in Jerusalem undertaking pro-bono legal cases related to Jerusalemites' rights, house demolition, forced displacement, land confiscation, and more recently settler violence. Without JLAC's services, victims would face costly private sector fees compelling them to forfeit their claims. JLAC more recently, has coupled its legal aid rendered to individuals with; public interest cases, legal reform, community awareness, advocacy, among other interventions.

### Our Vision

A free Palestinian society in which human dignity is valued and secured.

### Our Mission

To combat all forms of human rights violations regardless of the perpetrating authority through; facilitating access to justice, lobbying and advocacy, mobilizing social capital, and professional commitment.

### Our Objectives

1. Empowering vulnerable Palestinians to challenge violations made to their human rights, through:
  - Raising at risk communities' legal awareness of violations.
  - Outreaching victims of human rights violations through field visits.
  - Strengthening local community ties and mobilizing social capital.
  - Preserving the dignity of victims of human rights violations.
  - Combating violations imposed by occupying forces and settlers towards promoting the achievement of legitimate national objectives.
  - Exposing existing human suffering through publicized reports and mobilizing local and international action.
2. Creating an institutional, legislative, and policy environment that enables the mobilization of social capital and international support towards the respect of human rights, through:
  - Reporting violations as they happen towards mobilizing public opinion.
  - Cooperating with related organizations.
  - Encouraging public participation.
3. Enhancing JLAC's capacity and preparedness to achieve its strategic objectives, through:
  - Investing in available capacities within the Center.
  - Providing equal opportunities.
  - Strengthening the sense of commitment to the Center's mission and identity.

**Rationale for Evaluation & Strategic Plan Formation**

With the end of JLAC's current Strategic Plan (2013-2017) soon approaching, the Center seeks to undertake an external evaluation of its operations and programming towards informing the development of a new Strategic Plan (2018-2022). Such will involve gathering inputs from beneficiaries, partners, key staff and peer organization in way of interviews and workshops across various geographies (i.e. northern West bank, Jordan Valley, and East Jerusalem). The evaluation will be focused on gauging the relevance, effectiveness, efficiency, impact, structures, internal environment and sustainability towards developing a new strategy that addresses shortcoming in this regards and builds on existing strengths. External factors and obstacles, as well as the dynamic nature of civil society actions under occupation will be considered when assessing interest in and influence over programming.

**2. Cause and objective of the assignment****General objective:**

To evaluate JLAC's programming and wider institutional role of service delivery towards informing the formation of a new Strategic Plan (2018- 2022) which considers the identified strengths and shortcomings.

**Specific objectives:**

- Measure extent to which the programming objectives align with the needs of the beneficiaries and donor/ partner strategies.
- Assess programmatic achievements (i.e. expected vs. obtained results).
- Measure manner of economic viability employed in achieving objectives (i.e. adequate deployment of resources, cost efficiency, etc.).
- Evaluate extent to which programming contributes to the attainment of overall development goals (i.e. primary and secondary long-term development policy objectives, among other positive and negative changes).
- Examine to which degree the programming yields lasting positive changes continuing past the intervention.
- Identify gaps, challenges and obstacles, institutional/programmatic strengths and weaknesses.
- Examine reporting accuracy to what extend it reflects successes and weaknesses.
- Conclude lessons learnt and draw recommendations for institutional/programmatic improvements.

*Levels of analysis:*

1. *Evaluate the design of JLAC's programming considering the intervention logic, planning and aspects such as coherence and pertinence.*
2. *Evaluate the implementation process and program management (i.e. standards/ procedures, M&E systems, human, material, financial and resources management).*
3. *Evaluate the results of JLAC's programming and the impact in the local population.*

### 3. Key questions

**Relevance:** The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor. In evaluating the relevance of the programming, it is useful to consider the following questions:

- To what extent are the objectives of the programming still valid?
- Are the activities and outputs of the programming consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programming consistent with the intended impacts and effects?
- What were the identified beneficiary needs, and how were these needs being addressed by JLAC's programs, interventions?

**Effectiveness:** A measure of the extent to which an aid activity attains its objectives. In evaluating the effectiveness of the programming, it is useful to consider the following questions:

- To what extent were the objectives achieved / are likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What interventions were set to achieve these strategic objectives? Were the interventions effective in achieving the aforementioned objectives?

**Efficiency:** Efficiency measures the outputs (qualitative and quantitative) in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. When evaluating the efficiency of the programming, it is useful to consider the following questions:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the programming implemented in the most efficient way compared to alternatives?
- Was costs of services maintained at less than 40% of equivalent services as priced in the private sector?

**Impact:** The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions. When evaluating the impact of the programming, it is useful to consider the following questions:

- What has happened as a result of the programming?
- What real difference has the activity made to the beneficiaries, numbers affected?

- Will the programming contribute to the attainment of overall development goals?
- To what extent did the programming contribute towards the attainment of intended primary and secondary long-term objectives under development policy?

**Sustainability:** Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. When evaluating the programming's sustainability, it is useful to consider the following questions:

- To what extent did the benefits of programming continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the programming?
- Did beneficiaries (target groups) utilize the legal knowledge, advocacy tools they acquired?

*Gender or other cross-cutting issues such as environmental impact and inclusion of people with a disability should be taken into account in the evaluation questions.*

## 4. Evaluation design/ methods

The Evaluators are expected to propose a detailed methodology (i.e. inception report) for carrying out the evaluation in close coordination with JLAC; taking into account OECD-DAC<sup>1</sup> standards. Accordingly, the evaluation methodology is expected to include a series of on-site activities (i.e. field visits, semi-structured interviews, with donors, other similarly mandated NGOs, key staff, members of the Board of Directors and General Assembly, and beneficiaries) and at distance activities (desk research and analysis). To consolidate efforts towards interviewing beneficiaries, it is suggested that a workshop(s) be held in this regard. Both quantitative and qualitative assessment techniques will be useful for this evaluation to measure impact of programming. Among the needed documentation provided to the evaluator will include; JLAC's 2012 External Evaluation, Strategic Plan 2013-2017, annual plans, budgets, and reports for the past four years, National Policies Agenda, etc.

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<sup>1</sup> [www.oecd.org](http://www.oecd.org)

## 5. Process of the evaluation/ time frame

The below working schedule (totally 6 months) is to be strictly followed by the Evaluators, as it will serve as JLAC's reference in monitoring and evaluation the fulfillment of the assignment;

Task	Date
Selection/ Notification of Award	<i>Before June 15, 2017</i>
Kick-off Clarification Meeting	<i>Before June 25, 2017</i>
Submission of Inception Report	<i>Before July 5, 2017</i>
Feedback on Inception Report	<i>Before July 16, 2017</i>
Implementation of Evaluation	<i>Before August 1, 2017</i>
Draft External Evaluation Report	<i>Before August, 24, 2017</i>
JLAC's Input on Draft Evaluation Report	<i>Before September 3, 2017</i>
Final Evaluation Report	<i>Before September 17, 2017</i>
Draft Strategic Plan	<i>Before October 1, 2017</i>
JLAC's Input on Draft Strategic Plan	<i>Before October 15, 2017</i>
Final Strategic Plan	<i>Before November 1, 2017</i>

*If determined to be needed by the evaluators, the above work schedule may be open for revision during the first week of the assignment.*

## 6. Expected products:

### Level of Effort:

The level of effort shall not exceed **60 working days** which will include the time needed for the strategic planning workshop. Only the number of days pre-approved by JLAC and contained herein will be compensated, unless otherwise mutually agreed to.

### Inception Report

- Detailed description of assignment.
- Presentation of any limitations and difficulties.
- Description of proposed methodology.
- Detailed Timetable.

### Eternal Evaluation Report

Both the draft and final reports will respect the following structure;

- Executive Summary (max. 2-3 pages) focused on the main findings and recommendations of the evaluation.
- Description of the evaluation and methodology (max. 2 pages).
- Analysis of the gathered information.
- Results of the evaluation.

- Conclusions (at least 3 pages.)
- Recommendations and Lessons Learned (at least 3 pages).
- Length, 40-50 pages (annexes excluded).

### **Strategic Plan (2018-2022)**

Both the draft and final plans will, respect the following structure;

- Executive Summary (max. 2-3 pages).
- Description of the evaluation and methodology (max. 2 pages).
- Analysis of the gathered information.
- Strategic Plan (max. 15 pages).
- Annexes (*i.e. ToR, Inception Report, detailed working plan, bibliography, other materials supporting evaluation process and analysis*).

#### *General guidelines:*

- Both the External Evaluation Report and Strategic Plan will be written in English and Arabic.
- All the external information and data must be accurately quoted and referenced in the bibliography.
- The reports should be developed focusing on the Humanitarian Action criteria mentioned before: efficacy, impact, pertinence, viability and efficiency.
- The reports will be conclusive and concise, written in a manner that facilitates quick reference and easy reading. The evaluation report and Strategic Plan must include executive summary reports.
- Upon acceptance of the final evaluation report and final strategic plan, the evaluation specialist will provide JLAC with two spiral bound hard copies of the reports (signed and stamped) and one electronic copy on CD in Microsoft Word and/or PDF format.

## **7. Key qualifications of the evaluators**

The Evaluators must belong to a Consultancy Firm or be a group of individual registered consultants working as a team, with proven relevant experience of no less than 10 years. The persons comprising the evaluation team must collectively possess; administrative, financial, human rights, planning, monitoring, and evaluation proficiency.

The following documents must be provided to JLAC, along with the Evaluation Proposal:

- Name and Legal Address.
- Date of constitution/registration.
- Objective of the company (if applicable).
- Annual memories for the last 5 years, highlighting the Evaluations of International Cooperation Projects performed.
- Including an example of a finished evaluation of an international cooperation project will be an asset. Confidentiality will be strictly maintained and the submitted example could be erased/destroyed upon request.
- The Evaluators must be proficient in English and Arabic.

## 8. Content of the evaluator's offer (proposal submission)

Applicants should include the following elements in their proposal submission:

### Cover Page:

- Name of the Consultant or Company.
- Title of the Project.
- Brief history.
- Motivation for assignment.

### Expertise of Professional Team:

- Name and Legal Address.
- Date of constitution/registration.
- Objective of the company (if applicable).
- Detailed CV of the company or consultant.
- Annual memories for the last 5 years, highlighting the Evaluations of International Cooperation Projects performed.
- An example of a finished evaluation of similarly mandated NGO will be an asset. Confidentiality will be strictly maintained and the submitted example could be erased/destroyed upon request.

### Technical and Financial Proposal:

- Working Methodology.
- Detailed working plan.
- Working Schedule (breakdown by day).
- Budget detailed by concept (cost per unit).

The proposal submission is to be sent in hard copy form, in a sealed envelope to:

JLAC's Ramallah office:

*Millennium Bldg. 6<sup>th</sup> fl  
Kamal Nasser St.  
Al Irsal, Ramallah*

**Before May 29, 2017**

Note on the envelope the reference:  
"JLAC EVALUATION PROPOSAL"