



TERMS OF REFERENCE

Consultant Monitoring, Evaluation and Learning Support on organisational impact

ABOUT LHR

LHR is an independent human rights organisation with a 45-year track record of human rights activism and public interest litigation in South Africa. LHR provides free legal representation to vulnerable, marginalised, and indigent individuals and communities, both non-national and South African, who are victims of infringements of their human rights.

LHR is today organized around six programmatic portfolios:

- Refugee and Migrant Rights;
- Penal Reform;
- Environmental Justice;
- Land and Housing Rights;
- Gender Equality; and
- Strategic Litigation.

Across these thematic programmes, LHR employs a holistic approach to social justice and human rights enforcement that includes strategic litigation, advocacy, law reform, human rights education, and community mobilisation and support. The organisation's overall objective is to seek the protection and fulfilment of fundamental human rights for the vulnerable and marginalized of South African society.

THE LHR MISSION

Our mission is to make rights real for all people living in South Africa that reflects the values of a democratic and just society recognising the inherent value of all people, including marginalised people and communities.

OUR VISION

Our vision is to increase accountability of state actors and the realisation of intersectional social justice in South Africa and Southern Africa, where marginalised groups are empowered and supported to take collective action in accessing rights and justice.

Regional Approach and Broader Focus

The importance of our regional approach cannot be overstated. The socio-political and economic dynamics of Southern Africa deeply influence South African society. Challenges such as migration, cross-border human rights violations, and regional socio-economic inequalities require a coordinated regional response. By building and strengthening networks across Southern Africa, LHR can (and has) effectively advocate for human rights, share best practices, and implement strategies that address these transnational issues which touch on all our thematic areas. This broader focus allows us

to address interconnected challenges, ensuring that our efforts in South Africa are supported and reinforced by regional solidarity and collaboration.

BACKGROUND AND CONTEXTUAL INFORMATION

As LHR marks its 45 year anniversary and celebrates 30 years of Democracy in South Africa, the organisation seeks to evaluate its efficacy and impact over the past decade. This evaluation will focus on LHR's theory of change across its six programmes.

Theory of Change

LHR's theory of change is founded on the belief that litigation, progressive court judgements, and law reform are critical components of social change, both in and of themselves, and through the public dialogue that such interventions generate. To this end, we provide free legal services to vulnerable, marginalised and indigent individuals and communities, both non-national and South African, who are victims of unlawful infringements of their constitutional and human rights.

Whilst litigation therefore remains central to the mission of the organisation, LHR believes that a multi-pronged approach to its advocacy is also critical to ensuring that court room victories translate to sustainable social change. LHR is thus committed to seeking social justice through progressive policy contribution, providing support for community mobilisation and education, and engaging in coalition -building around critical constitutional and human rights issues, all through an intersectional lens.

OBJECTIVES OF THE MONITORING AND EVALUATION CONSULTANCY

LHR is seeking an individual, organization, or group to serve as a Monitoring, Evaluation, and Learning (MEL) consultant. The objectives of this consultancy are twofold:

1. **Evaluate Impact:** Assess the impact of LHR's work over the past decade across its six programs, identifying program-specific nuances and key learnings and where possible, the broader influence as a public interest law organisation in the context of constitutional democracy. The findings from this evaluation will inform LHR's current and future strategic plans, ensuring the organization remains relevant, vigilant, and proactive in addressing evolving challenges.
2. **Enhance Monitoring:** Identify key opportunities for enhancing LHR's monitoring practices across its programs. The consultant will provide recommendations on how to strengthen LHR's existing Monitoring and Evaluation (M&E) framework to improve the organization's ability to track, assess, and enhance its impact effectively.

SCOPE OF WORK

The chosen service provider will be expected to:

- **Review:** Analyse selected funder-approved logical framework, programme design, case summaries and/or related documents to understand the context and existing M&E practices;
- **Mapping:** Identify the effectiveness of current practices, the efficiencies in ways of working (both internal and external), services provision, highlight any gaps, and suggest areas for enhancement;
- **Develop:** Create a detailed measurement plan for collecting indicator means of verification, ensuring that the plan is aligned with LHR's goals and objectives;
- **Collection:** Oversee the implementation of the means of verification collection plan for the duration of the consultancy, ensuring data is accurately and efficiently gathered;
- **Data Management:** Handle all data and information in accordance with the approved project design, ensuring compliance with the Protection of Personal Information Act (POPIA) and LHR's internal policies;
- **Compile:** In consultation with the director, grant liaison and programme managers compile organisational and programme learnings;
- **Enhance:** Identify key opportunities for enhancing LHR's monitoring practices within each program. Provide actionable recommendations to strengthen

LHR's Monitoring and Evaluation (M&E) framework, enabling better tracking and assessment of organizational impact.

- **Assess:** Assess LHR's impact through its visibility, including its presence in media, public discourse, and among key stakeholders. This should include metrics on media mentions, social media engagement, and stakeholder feedback.
- **Report:** Prepare a comprehensive impact assessment report with recommendations focused on each program. The report should highlight opportunities, best practices, challenges, and key learnings, and include suggestions for enhancing LHR's M&E framework, particularly in terms of tracking both programmatic outcomes and visibility impact, to inform future strategic plans.

OUTPUT/DELIVERABLES

The output and deliverables for this consultancy will include a comprehensive impact assessment report including the following components:

- A list of clients/communities to be interviewed which will be developed by the consultant and LHR staff in relation to previous work/cases
- A measurement plan for indicator means of verification
- A context analysis, highlighting any key economic, social or political developments that may influence LHR's work going forward
- Highlight best practice or key impact in each areas of work with an emphasis on how LHR's visibility has contributed to its overall impact.
- Challenges experienced, mitigating actions and lessons learned (per programme)
- Detailed findings from the mapping and review of LHR's current MEL systems and practices across all programs identifying existing practices, their efficacy and highlight gaps and opportunities for enhancement
- Any, to be agreed upon, additional elements that are considered valuable by the chosen service provider
- Recommendations for the final impact assessment to be included in this report

Proposal Content:

Organisations/Individuals should submit a technical and financial proposal. The technical proposal is expected to be clear and concise and should be a maximum of 10 pages. It should include:

- An overview of the methodology the service provider will use

- A detailed timeline for executing all activities with the start date for the project being 1 October 2024
- Risk management: a comprehensive list of anticipated risks and contingency plans
- Skills and qualifications: evidence of technical capacity to undertake this project
- Skills and Qualifications: Name and qualifications of staff members responsible for overseeing and undertaking the work
- Budget: A financial proposal with detailed cost breakdown for each activity, including professional fees and expenses.
- Two to three contactable references on similar pieces of work.

SAFEGUARDING

The selected service provider has the responsibility to consider and be aware of potential safeguarding issues and the project's potential to integrate gender dimensions and contribute to the advancement of gender equality in addressing the terms of reference and be able to demonstrate due diligence in relation to the protection and safeguarding of children and vulnerable groups as per LHR's internal policies.

REQUIRED SKILLS AND QUALIFICATIONS

Applications from interested individuals/organisations must provide evidence of the technical capacity to undertake this exercise. This includes the capacity to deliver the results in the timeframe provided, as well as some indication of prior experience in coordinating similar projects. Individuals/core team members' CVs must be included, as well as a description of any further resources that may be required. Required skills/qualifications include the following:

- College or University degree in Social Science, Statistics, International Development, Law, or other relevant field
- Experience in monitoring and evaluation (previous similar work will be advantageous)
- SADC regional knowledge is advantageous
- Experience in project management
- Excellent computer literacy, including research and report-writing skills
- Personal commitment, efficiency and flexibility, teamwork spirit with the ability to work independently or under minimum supervision and
- Excellent communication, written and verbal skills in English is essential

SELECTION CRITERIA

Contract selection criteria are based on the following scoring mechanism:

Maximum score 100%

	Criteria	Weighting
1	Competence and previous experience	35%
2	Knowledge of the economic, social and political environment	25%
3	Demonstrated writing skills and requisite legal knowledge	20%
4	Local capacity	5%
5	Budget	15%

SUBMISSION AND TIMING

Proposals: Proposals for the project should be submitted by close of business on 23 September 2024 at 17:00 (SAST) by email to Kayan Leung, kayan@lhr.org.za. The successful bidder will be notified by 30 September 2024.

Timing: It is envisaged that the project duration will be three months from the date of the contract signature.

The selected consultant must be prepared to meet with Lawyers for Human Rights on a date to be announced, for a briefing. Once the selection process has been completed, LHR will issue a contract confirming the appointment of the consultant. Any queries relating to the preparation of the application should be referred to Kayan Leung, kayan@lhr.org.za on or before 14 September 2024.