



The
CENTER for
VICTIMS of
TORTURE

**The Center for Victims of Torture
RFP for External Evaluation Consultant**

Created: Dec 31, 2019

Responses Due: Friday, February 28, 2020

Details: Proposal requested for the following:
External Evaluation of IDREAM Project

Description of the Organization:

The [Center for Victims of Torture](#) (CVT) is based in St. Paul, Minnesota, USA. Working both nationally and internationally, CVT aims to meet the needs of the growing refugee population, based on a conviction that trauma-informed and holistic care can restore dignity and hope to survivors of torture and the violence of war. CVT was founded in 1985 and remains one of the largest organizations of its kind in the world. The mission of the Center for Victims of Torture is to heal the wounds of torture on individuals, their families and their communities and to end torture worldwide. CVT aims to fulfill this mission through three forms of action: direct services in the United States and abroad, technical assistance and training for smaller human rights activists/organizations and nonpartisan advocacy to end torture.

SCOPE OF WORK

Project Overview

The Center for Victims of Torture (CVT) is seeking an external evaluation consultant for a new project entitled the “IDREAM Incubator and Accelerator.” The goal of this project is to support human rights defenders (HRDs) who have been displaced from their countries or regions of origin and to build their capacity for sustained, effective human rights action. We aim to build solidarity and support for HRDs through peer-mentoring and resource sharing; to identify and test novel solutions to common challenges; and to build capacity in three core domains: (1) individual and organizational resilience (Resilience); (2) strategic and tactical innovation and effectiveness in human rights advocacy (Effective Advocacy); and (3) effective threat assessment and mitigation (Integrated Security).

As a key element of the project and to foster relationships and collaboration between the project's partner HRDs, the project includes a launch workshop in the first year and an evaluation and sustainability workshop as the project closes. Other key activities include: partner HRD selection; assessing needs in the three project domains and developing tailored integrated capacity building plans (ICBPs) with goals/objectives for each partner HRD; designing and distributing subawards; engaging digital and security experts; developing an e-learning plan; online and in-person trainings and support; peer mentoring; resource-sharing; and evaluation.

The impact of the IDREAM project is anticipated to be:

- Improved quality and effectiveness of HRD advocacy on human rights issues of concern.
- Increased individual and organizational agency and ability to anticipate, prepare for, respond, and adapt to change, threats, disruptions, and opportunities in order to not only continue with difficult work, but also to succeed in their efforts.
- Increased appreciation of the role and impact of incubated networks in developing safe, collaborative space that promotes solidarity and success among HRDs.

The initial principles that will guide the IDREAM project include:

- **Participation** –beneficiaries have the space and resources to engage actively and creatively in the project, and have meaningful opportunities to influence the project's content, process and outcomes.
- **Inclusion** –beneficiaries have equal opportunities for participation regardless of ethnicity, gender, education, language, religion, sexual orientation, disability, etc.
- **Trauma-informed** – the activities and content of the project are designed with awareness of the likelihood of beneficiaries' having survived traumatic past events and living with current danger, and are consistent with current traumatic-stress theory and practice.
- **Integrative** – the goals and activities of the project are inter-linked in meaningful ways that support the work of beneficiaries in exile and in their countries or regions of origin.
- **Planning and action** – the project appropriately balances the need for careful analysis and planning with the need for practical action to support HRDs and advance their work.
- **Incubation** – the project provides a safe and developmental space for HRDs and projects with growth potential.
- **Empowerment** – beneficiaries gain new knowledge, experience, skills and relationships.
- **Sustainability** – the project builds HRDs capacity to adapt strategically and effectively to political, social, security, economic and other contextual changes.

These principles will be discussed and refined at the launch workshop. Therefore, this set of principles could further evolve at that point.

A broad Theory of Change diagram for the project is [attached to this RFP](#).

Evaluation Objectives

The evaluator will be engaged in an Outcome and Principles-Focused Evaluation of the IDREAM project. The evaluation will serve formative and summative purposes for the IDREAM project. This means that the evaluation will assess how effective the project is at achieving its pre-determined outcomes, as well as how well the project adheres to its guiding principles. The Principles-Focused component of the evaluation is particularly suited to the work of IDREAM because it is a new undertaking situated within complex, dynamic systems, and driven by overarching guiding principles. Due to the complex nature of the project, the evaluator should propose a creative approach to addressing these evaluation questions and evaluating these outcomes, while utilizing the required indicators in the project proposal. CVT's internal evaluator and director of research will be available for consultation on an ongoing basis with regard to evaluation design and implementation once the external evaluator has been selected and contract details have been finalized. All standard M&E data collected by CVT internal evaluation staff and relevant program documents will be shared with the consultant.

The external evaluation should address at least the following broad evaluation questions:

1. To what extent have each of the proposed project outcomes [below] resulted from the IDREAM project?
2. To what extent do participating HRDs report that the project has enhanced the outcomes of their advocacy work?
3. To what extent do participating HRDs report that the project was implemented in accordance with its stated principles?

The final principles-focused evaluation question aims to assess the adherence of the project to its principles, not the effectiveness or results of adhering to these principles.

Listed below are proposed project objectives and their associated outcomes that the evaluator should investigate in relation to the first two evaluation questions.

1. To increase the **resilience** of partner HRDs at both an individual and organizational level in order to better recognize, manage, and mitigate against the impact of stress and secondary traumatization related to work and displacement.

Associated Outcomes:

- HRDs devising and implementing new staff care practices
- HRDs plan clear capacity building objectives for individual and organizational resilience
- HRDs experience increases in quality of life, as measured by professional quality of life tool (PROQOL)

2. To increase the capacity of HRDs to collaboratively develop and implement high quality, **strategic advocacy campaigns** related to their specific human rights issues of concern.

Associated Outcomes:

- Increased knowledge of Strategic Effectiveness Method
 - Increased readiness to implement campaign
 - HRDs plan clear capacity building objectives for effective advocacy
 - HRDs achieve self-defined success markers for campaign outcomes
3. To increase HRDs' capacity to identify and **respond effectively to changing threat environments** that might otherwise compromise their staff, organization, and strategic effectiveness.

Associated Outcomes:

- Increased knowledge of personal and organizational security
- Increased confidence in personal and organizational security
- HRDs achieve self-defined milestones towards their long-term security plans

Components of Evaluation Proposal

This evaluation should collect primary information from the intended beneficiaries, CVT staff and other stakeholders (where appropriate). Relevant individuals could be located in a variety of locations globally. Below are the elements that we expect to see in an application. The proposal should be no more than 10 pages.

1. Evaluator qualifications

The evaluator should describe why they believe they are well-qualified to be selected for this project. This section should include any relevant experience or education with advocacy evaluation, evaluation work within the global south, principles-focused evaluation, a "do no harm" approach to evaluation, assessing and mitigating risk within advocacy evaluation, particularly in the global south, and/or quantitative and qualitative data collection and analysis. It should also include a description of any language or other skills the evaluator believes are relevant to the position. This section should consist of no more than two pages.

2. Evaluation design

The evaluator should include in their proposal an evaluation design addressing the evaluation questions of the project (stated above). The evaluation plan should specify evaluation approach; ethical considerations; sampling and data collection methodologies; data sources; analytic approach; and evaluation outcomes and dissemination strategy. The evaluation design should be created by the evaluator, but upon consultant selection will be refined in an iterative process with the CVT team. The evaluation plan will be approved by CVTs research director prior to implementation.

3. Strategy to protect evaluation and project participants from risk due to evaluation activities

The evaluator should include in their proposal a plan for protecting evaluation stakeholders from evaluation-related risk during and following the course of their contract, particularly the participating Human Rights Defenders.

4. Strategy for collaboration with internal CVT staff

The consultant should outline their proposed plan for incorporating CVT staff (including project team members, as well as internal M&E staff) into their evaluation design and activities.

5. Evaluation workplan

The evaluator should include in their proposal an evaluation workplan which will include a timeline of activities and expected deliverables at key milestones, roles and responsibilities for all participants including the external evaluator, the internal evaluator, program managers, technical advisors, program participants and other stakeholders, and a detailed budget. The evaluation workplan should be created by the evaluator, but upon consultant selection, will be refined in an iterative process with the CVT team. The evaluation workplan will be approved by CVT's project manager prior to implementation. The external evaluator will be expected to submit a brief quarterly report to the project manager detailing progress against the workplan.

We expect key activities within the workplan (and within the submitted successful consultant bid) to include:

a) Document review

Review of IDREAM project plans, internal evaluation plan and reports, internal evaluation data, and related documentation.

b) Attendance at the IDREAM Launch Workshop and Evaluation and Sustainability Workshop

The selected evaluator will be expected to attend a five day launch workshop in mid-2020, and a five-day Evaluation and Sustainability Workshop in mid- to late 2021. There will be limited opportunities to collect data from project participants at these workshops. The evaluator will be expected to introduce the external evaluation during the Launch Workshop and integrate feedback into the evaluation design as appropriate and possible. The evaluators will be expected to present provisional results at the Evaluation and Sustainability Workshop and integrate feedback into the final evaluation report as appropriate.

c) **Development of data collection instruments and protocols**

We expect that the evaluator will need to develop qualitative and/or quantitative data collection instruments and protocols.

d) **Primary data collection**

The evaluator will be expected to collect primary data in a timely fashion relative to key project activities and milestones. Data collection will need to be possible through secure internet-based tools (for example, online survey tools and VOIP interviews/focus groups). Due to security issues and budget constraints it will not be possible for the external evaluator to visit participants in their countries of exile. Some limited data collection might be possible through technical advisors during their very limited scheduled visits.

e) **Data analysis**

The evaluator will be expected to analyze collected data according to accepted evaluation practice, and where appropriate bring in additional data collected as part of CVT's internal evaluation.

f) **Dissemination of findings and materials**

At minimum the evaluator will prepare two outputs: a comprehensive report that details the findings of the evaluation; and a summary presentation to be presented to project participants at the Evaluation and Sustainability Workshop (see above). The final report is expected to include an executive summary; a summary of the evaluation's purpose, objectives, and questions; details of the evaluation design; a discussion of the evaluation's findings related to each evaluation question, with supporting evidence from collected information; a discussion of conclusions and recommendations; and any supporting information or documentation.

6. Line-item Budget, including total proposed budget amount

The evaluator should submit a line-item budget with their proposal. We are looking for proposed budgets between \$20,000 and \$27,000 USD. The budget *should* include adequate provision for travel to two project workshops in a location to be determined. The budget *may* include the following key items, in addition to the evaluator's compensation:

- Communications expenses, such as internet, Skype account, phone calls, etc.
- Transcription services
- Translation and/or interpretation services or support

The budget may not include equipment that will outlast the life of the evaluation, such as a computer, analysis software, or transcription aids.

7. Evaluator(s) CV(s)

Any evaluators who will be working on the project should submit their CV as an Appendix to the proposal. The CVs can be in addition to the ten pages allowed for the proposal.

Expected Outputs and Timelines:

- A written report of evaluation findings will be provided to CVT at the conclusion of the project, no later than September 30, 2021.
- A presentation with facilitated dialogue about evaluation findings will be provided to CVT at the conclusion of the project, no later than September 30, 2021.
- Quarterly progress reports will be submitted by the consultant to CVT every three months, beginning in June 2020, and concluding in September, 2021. Reports are due by the final day of the month.

The table below includes more detailed deadlines for each expected output from the consultant project. All evaluation activities must be completed by September 30th, 2021. Payments will be made incrementally, dependent on successful receipt of progress reports and key deliverables.

Activity	Completion date
Evaluation design and workplan	May 2020
First quarterly progress report to CVT	June 2020
Attendance at IDREAM launch workshop	July 2020
Second quarterly progress report to CVT	September 2020
Third quarterly progress report to CVT	December 2020
Fourth quarterly progress report to CVT	March 2021
Fifth quarterly progress report to CVT	June 2021
Final presentation of findings to CVT	June - August, 2021
Attendance at Evaluation and Sustainability Workshop	September 2021
Draft report to CVT for review	September 2021
Final report to CVT	September 2021
Final quarterly progress report to CVT	September 2021

Evaluation of Proposals:

The evaluation panel will consist of a Bid Committee located at CVT Headquarters. The Committee will evaluate proposals to determine the best value for money outcome in compliance with 2 CFR 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for US Government Federal Awards). The Bid Committee will also ensure compliance with Executive Orders 12432 (Minority Business Enterprise Development) and 13224 (Blocking Property and Prohibiting Transactions with Persons Who Commit, Threaten To Commit, or Support Terrorism).

Bids will be assessed using the following criteria:

- Experience and education of bidder (40%)
Successful bidders will be expected to:
 - Hold a post-graduate qualification in a social science with strong training in evaluation and/or research methodologies, particularly qualitative methodologies;
 - Have a demonstrable track record of evaluation or research that involves human rights defenders at risk;
 - Have a demonstrable track record of evaluation work in the Global South.
- Alignment of proposal with stated evaluation objectives, questions, and activities (30%)
- Alignment of proposal with project principles and approach (30%)

Conflict of Interest:

Bidders must identify in their Declaration by Bidder: Any actual or potential conflict of interest; and the procedures they intend to implement for dealing with, any actual or potential conflicts of interest which may arise in connection with the submission of their Proposal or the conduct of the above services.

Insurance:

Bidders must ensure that their entity and or subcontractors maintain insurance policies relevant to the delivery of the services identified in this RFP, in the event that the bidder is awarded the contract.

References:

As part of the evaluation of proposal process, the Bid Committee may request from the bidder information on past projects/experience claimed in the bidder's proposal, including contact details for referees.

Statement of Requirements:

- Bids submitted must be in USD
- Bidders must be able to travel to attend two approximately week-long global project workshops (location and exact dates to be determined) in mid- 2020 and mid- to late 2021 (cost of travel should be included in the proposed consultant budget)
- Bidders must be fluent in verbal and written English
- Bids must be submitted in English

Submission of Bids:

RFP responses must be sent to Kirsten Anderson, kanderson@cvt.org by 5:00pm CST on Friday, February 28, 2020. Any questions about the RFP can be sent to the same. Proposals should be no more than 10 pages. Evaluator CVs should be included as an Appendix (in addition to the 10 pages). As outlined above, proposals should include:

1. Evaluator qualifications
2. Evaluation design
3. Strategy to protect evaluation and project participants from risk due to evaluation activities
4. Strategy for collaboration with internal CVT staff
5. Evaluation workplan
6. Line-item Budget, including total proposed budget amount
7. Evaluator(s) CV(s)

CVT will acknowledge receipt of all proposals within two business days, and communicate with all bidders about the status of their proposal (if they are selected or not selected) within a month of the submission deadline.