



Consultant Terms of Reference – Global evaluation of Peace Brigades International

1. Background

Peace Brigades International (PBI) is looking for a consultant to conduct an external evaluation of the organisation's work to protect human rights defenders.

PBI is a non-governmental organisation that has been promoting nonviolence and protecting human rights defenders since 1981.

We work at local, regional and international levels to protect human rights defenders and communities whose lives and work are threatened by political violence. We use a number of protection tools, chief among them protective accompaniment which involves physical accompaniment by trained international volunteers backed up by an international support network. Protective accompaniment deters attacks against human rights defenders by sending a powerful message that the world is watching and prepared to act.

Currently, PBI has active field projects in Colombia, Guatemala, Mexico and Nepal. We are closing down the current phase of our work in Indonesia with a view to carrying out a strategic reassessment of options for providing protection to Indonesian human rights defenders. Since the first team was deployed to Guatemala in 1983, we have also worked in El Salvador, Haiti, East Timor, Native American communities in North America, the Balkans, Sri Lanka.

Our work in the field is complemented by 17 PBI country groups in the Americas, Europe and Australia. They are responsible for building and activating political support for the projects, recruiting and training volunteers, outreach, publicity and fundraising.

PBI provides protective accompaniment for around 40 organisations, communities and individuals in our four project countries, all of them facing repression and intimidation as a result of their work. The range of groups we accompany is broad: from human rights defenders, lawyers and women's organisations to environmentalists and indigenous and displaced communities. In recent years we have extended our accompaniment to organisations working in very remote, marginalised rural areas where few if any other international groups operate.

What makes our work unique is the fact that we are there on the ground

alongside the human rights defenders. Another unique feature is the way we exert pressure at all levels in a chain of authority, from the soldier at a local check point to local commanders, to national governments and military through to governments and institutions internationally who can put pressure on governments to abide by international commitments to protect their citizens. In this way global pressure has a local impact.

PBI projects on the ground can stay abreast of both local and global developments, and we continue to look for innovative ways to extend our protective impact. For example, we have contributed to the development of local implementation plans for the European Union Guidelines for Protection of Human Rights Defenders. We have raised awareness, developed support networks and promoted links between the legal community and lawyers we accompany in our field projects, as well as between the environmental organizations we accompany and their counterpart organisations internationally. We regularly carry out speaker tours in Europe, North America and Australia to raise the profile of the organisations we accompany. Based on our unique direct access to information and the depth of analysis that this gives, we have also been able to publish special reports on particular issues in the countries where we work.

2. Scope and purpose of evaluation

PBI has been conducting routine, external evaluations of its areas of work every three or four years since 1998. The last evaluation was carried out in 2008.

This evaluation aims to critically describe and assess an area of central importance to PBI's work: the use of protective tools for our work with human rights defenders and hence the encouragement and spread of non-violent resolution of conflict in the areas where we work. In our understanding the term "protective" or "protection" tools are those that seek to *guarantee physical safety* but also those that *encourage, promote, legitimise and provide visibility and credibility* for the human rights defenders and the work they are doing in the countries where we have a field presence. The evaluation should give specific consideration to the various international advocacy strategies being employed within the organisation and the mechanisms through which advocacy works as a protective tool.

PBI largely pioneered *accompaniment* as a tool for protection of human rights defenders, and PBI is one of the foremost organisations providing accompaniment (in its strictest, physical, sense) in several countries around the world. However, a wide range of protective tools have been developed by human rights organisations, in addition to and often complementing accompaniment, which may or may not be in use within PBI currently. Examples include workshops, training and resource materials for human rights defenders on issues such as security, risk monitoring, early warning systems, and regional protection mechanisms; training and resource materials for diplomats, parliamentarians and other international

stakeholders in protection of human rights defenders; fact-finding delegations; case monitoring and assistance; twinning and partnerships.

The purpose of this evaluation is to explore the impact of this area of PBI's work. The evaluation should ask "*To what extent is PBI using an appropriate range of protection tools in its work, and what outcomes or impact can be attributed to the use of these tools?*" The evaluation must start with a broad foundation for describing the range of protective tools that human rights organisations use for protecting human rights defenders or otherwise promoting or encouraging their work. It should then consider specific issues, concretely through an analysis of which tools are used by PBI, through developing indicators to assess their impact, and through generating quantitative and qualitative data from key stakeholders to assess stakeholder perceptions and needs. The evaluation should aim to identify how PBI's use of protection tools may be enhanced or expanded in order to strengthen PBI's overall protective accompaniment strategy, capitalising on and complementing the protection work that other organisations are able to provide. In addition, the evaluation should serve the objective of encouraging communication and mutual learning across PBI as well as foster an environment that is receptive to the evaluation process.

This evaluation will be conducted in addition to some in-depth evaluations of specific projects. Where possible, it should therefore draw on the findings of these country specific evaluations as well as gathering material more directly from projects that are not carrying out additional evaluations and also from PBI's country groups and international bodies.

Various methods should be used to gather the data needed for the global evaluation such as surveys, phone conversations, and face-to-face meetings. There will also be a field visit to the Colombia Project. Wherever feasible, we recommend the use of online survey technology and other innovative methods for interaction with stakeholders.

3. Objectives of the Evaluation

1. To **identify the range of protection activities that PBI carries out and assess what impact they are having, how and why.** Such activities include (but are not limited to) accompaniment (defined in three fold terms as that which takes place *in the field* "accompaniment, public relations and publications"), in addition to international awareness raising efforts and advocacy efforts (including specific activities designed to promote HRD or situation visibility, legitimacy and empowerment etc., or those activities designed to heighten recognition of PBI as an organisation with the potential to impact the way international actors perceive human rights defenders)
2. To **make recommendations for strengthening and possibly diversifying** PBI's use of protection tools.

The results of the evaluation should show:

- A quantifiable, current picture that describes the scope of PBI's protection activities within the larger world of protection activities that are employed by other organisations or that theoretically could be used. (*Within the universe of protective tools, which ones does PBI use and with what effect?*)
- A quantifiable description of the deployment of PBI resources (human, financial and time, etc.) in terms of protective activities in the multiple layers where PBI works (local, regional, national, international) over the last 3 years. (*How does PBI use its resources in making use of protective tools?*)
- The perceptions of a diverse group of stakeholders about the appropriateness and effectiveness of PBI's use of protection tools in contributing to the improvement of safety for human rights groups in the countries where PBI works. (*What do stakeholders think about PBI's use of protective tools? What do they think could be done differently?*)
- The current consensus (or lack thereof) among stakeholders as to the most appropriate indicators for monitoring protection work in general and that of PBI specifically. (*What do stakeholders consider to be the most relevant indicators for measuring the use of protection tools in general and PBI specifically?*)
- Experiences associated with this evaluation that can be used as a starting point for the development of common indicators across PBI entities.

Desired outcomes of this evaluation:

This evaluation of the diverse impacts of different protection tools across the PBI system should contribute to a more effective implementation of these tools in future PBI strategies, thus resulting in greater protection on the ground.

The evaluation should generate relevant indicators of impact that can be measured and are comparable across the organisation.

4. Methodology

The survey methodology should be process- and outcome-based and involve qualitative and quantitative methods. Methodology should include the following key components:

- **A comprehensive literature review** regarding protection tools and advocacy strategies used in the contexts where PBI works and more generally in human rights struggles. The literature review should include literature internal to PBI to provide a background and context for the review as well as grey literature from other organisations. This review should generate a comprehensive report that enhances the other

components of the methodology and serves to generate reflection within PBI.

- **Semi-structured or structured interviews with key stakeholders**
The evaluator should review the initial list provided by PBI and make recommendations for new incorporations.
- **Survey questionnaire** to generate quantitative data and appropriately assess and measure impact through the definition of indicators.

5. Duration, Timeline and Deliverables

The work will begin in mid February and be completed in four weeks.

The evaluator should present appropriate deliverables in accordance with the evaluation's goals and objectives. These deliverables and their corresponding due dates should be available according to the following timetable:

i) Literature Review –

PBI will provide the evaluator with preliminary information regarding PBI as an organisation as well as documentation on protection tools. The evaluator is encouraged to engage with different entities within PBI and include outside sources in the search for relevant background documentation and literature. The objective of the literature review is in part to establish a set of assumptions that will guide the evaluation process and define the context and scope of work for interactions with key stakeholders and data generating activities.

ii) List of key stakeholders, evaluation work plan, and timetable

At the conclusion of the review of key documentation and literature, the evaluator should elaborate an evaluation plan, describing the proposed methodology, complete with a list of key stakeholders, and practical descriptions of the stakeholders to be contacted and their participation in the evaluation (via survey, interview, etc.) The evaluator will work with PBI to obtain a representative sample of stakeholders that takes into account the multi-layered nature of PBI's work. The evaluator will also work with PBI to develop an appropriate survey questionnaire and guide for interviews. The evaluation work plan should clearly set out plans for implementation of the various aspects of the evaluation, designate a corresponding timeline with milestones and serve as a tool for follow-up on the evaluation process.

iii) Semi-final evaluation report

At the outset of the evaluation, PBI will work with the evaluator to construct a template for the final evaluation report. At the close of the evaluation, the evaluator should submit a nearly final report for circulation within key constituencies in PBI. This will provide PBI the opportunity to comment on the findings of the evaluation before the final report is submitted. The evaluator should make an effort to address any concerns received through the semi-final report in his/her elaboration of the final report. However, the evaluation process itself will not be permitted to re-open under any circumstances.

v) Final evaluation report

The evaluator must deliver the final evaluation report by Wednesday 16th March.

6. Supervision and Guidance

The work will be co-ordinated by the evaluator, reporting to the following management structure:

- **PBI Strategic Development Committee** will provide overall guidance to the evaluator.
PBI International Office will provide the evaluator with initial literature and background documentation, an initial list of key stakeholders, and other information as necessary. The International Coordinator will link the evaluator to project coordination and teams and help establish an appropriate evaluation time table and work plan as well as help with logistics of stakeholder interviews, focus groups, field visits and carrying out the survey.

7. Evaluator specifications

The successful candidate must be external to PBI and must be able to demonstrate that they:

- are able to use a variety of research and evaluation methods, both qualitative and quantitative, to gather information about issues that have a high level of personal and political sensitivity, and identify key findings
- have extensive experience working or consulting with NGOs or INGOs working in international human rights
- can effectively manage a large, complex project to provide high quality outcomes within a specified timetable
- can communicate fluently in English and Spanish with a diverse range of stakeholders both within and outside PBI
- can use their understanding of equality and diversity to inform their approach to all aspects of this project
- understand the work of PBI and the context in which the organisation operates
- can work according to PBI's principles, particularly nonviolence and consensus

- can express themselves clearly and succinctly in writing in English

Please explain how you meet these criteria by writing a statement of no more than 1000 words that clearly addresses each of the bullet points, apart from the final point as we will assess this from the rest of your statement. Applicants who do not provide this information in the format we have requested will not be shortlisted for interview.

8. Terms and Conditions

A fee of EUR 11,600 will be paid for the assignment, equivalent to EUR 400/day for 29 days. This will be paid in one instalment on satisfactory completion of the assignment.

Reasonable communication costs, travel and in-country expenses for the visit to Colombia will be covered by PBI.

9. Application process

Applications should be submitted by 12 noon on **Monday 7th February** to Laura Clarke, International Coordinator, at laurafclarke@peacebrigades.org. Short-listed candidates will be interviewed on Wednesday 9th and Thursday 10th February.

Please include a short cover letter, a CV and the statement outlined in Section 7 above that indicates how you meet the specifications for the job.

Please also provide the contact details for two people who are qualified to comment on your ability to carry out this evaluation. We will inform you before we contact these people.

All enquiries to Laura Clarke at laurafclarke@peacebrigades.org / Tel: 0044-207-065-0776 (London).