

# **FIDH** INTERNATIONAL FEDERATION FOR HUMAN RIGHTS

## **Terms of References for a Consultancy to conduct an external final evaluation of a multi-country programme “Human rights within the framework of economic globalisation and just and sustainable development”**

### **About FIDH**

The FIDH (International Federation for Human Rights) is an international human rights NGO. Since 1922, FIDH has been committed to the defense of all civil, political, economic, social and cultural rights as defined in the Universal Declaration of Human Rights. With more than 196 member organizations working in more than 100 countries across five continents, FIDH is the oldest international human rights organization.

### *What are our mission and our actions?*

We bring human rights to the attention of the international community wherever they need to be supported and protected. Our member organizations are present at the national and local levels and work together to expose human rights violations, hold duty bearers accountable and advocate for societal change.

### *How do we make a difference?*

- We alert the international community to human rights wherever they need to be respected, protected and enforced.
- We provide support to strengthen our network of human rights defenders and civil society organizations. We stand together so that each member can speak with a strong and determined voice for universal rights within our international federation.
- We investigate where human rights are violated and provide reliable and verifiable evidence for decision-makers to act, based on documentation of facts and accountability.
- We use our research and analysis to urge governments, international institutions and companies as well as public and private investors to uphold protection of human rights and environment from corporate abuses. We raise public awareness of key issues to encourage change based on justice, social and environmental rights, equality, inclusiveness and respect for the freedoms of all people.
- We demand that governments recognize the human rights obligations of economic actors and enshrine them in law so that those who violate human rights can be prosecuted.

### **The FIDH Business Human Rights and Environment**

FIDH's Business, Human Rights and Environment Office assists FIDH member organisations and local partners in documenting the impacts of economic activities on human rights and the

environment by conducting human rights impact assessments and fact-finding missions, by advocating for the strengthening of the international, regional and national normative framework as well as by supporting FIDH members and partner organizations in access to justice for cases of violations of human rights and environment linked to corporate activities. You can find more information about the activities of the FIDH Globalisation desk on the website at the following address: [www.fidh.org](http://www.fidh.org)

The BHRE Desk is the leading team within the International Secretariat implementing and coordinating the funding programme that will be subject of the evaluation.

### **The program under review**

Private actors, in particular transnational corporations, have widely benefited from globalisation and have accumulated tremendous power. However, this power has not been matched with corresponding obligations. Businesses continue to cause or contribute to human rights and environmental abuses through their activities, both at home and across borders. Communities affected by corporate activities struggle to obtain justice and reparation.

The program '*Human and environmental rights within the framework of a just and sustainable economic globalisation and development, phase 2*' aims to support the work of local CSOs partners and members of FIDH in protecting and reinforcing human rights in the context of economic activities. It constitutes the second phase of a multi year strategy (2023-2026) and it has a budget of 1.500.000 for three years. The program is co-funded mainly by the French Agency for Development (AFD) and Bread for the World (BFTW) through the program called "CSOs seek accountability and redress for human rights violations related to economic activities".

The main focus of the program are the (potential) negative impacts on human rights and the environment as a result of business activities as well as the economic activities of State actors and private investors. The overarching objective of the program is to contribute to reducing the negative impacts of economic activities on human rights and the environment, for fair and sustainable development. The specific objectives of the program are the following: I) civil society organisations cooperate to prevent and remedy human rights and environmental violations committed by economic actors; ii) civil society organisations hold economic actors accountable for their international obligations and responsibilities in relation to human rights and the environment; iii) civil society organisations influence national laws, public policies, and international standards for the prevention and redress of human rights and environmental violations related to economic activities.

FIDH's main areas of work supported by the program include:

- Using robust and participatory methodologies to document and analyse the impact of economic activities on environment and human rights;
- Creating and encouraging cross regional exchanges and learning between FIDH member and partner organisations;
- Advocating with States, investors and businesses around respect, prevention and reparation of negative impacts of economic activities on environment and human rights;
- Improving access to justice for affected individuals and communities;
- Advocating for stronger institutional and legal frameworks at the national, regional and international levels, based on legal analysis performed by FIDH and partners.

The program is implemented together with FIDH partner and member organisations working on Business and Human Rights (around 80 organisations), which constitute the FIDH Working Group on Business and Human Rights and it has a specific focus on FIDH members and partners in 9

countries (Brazil, Argentine, Colombia, Ecuador, Peru, Cambodia, Thailand, Ivory Coast and Uganda) (), targeting international regional and national decision makers, companies and investors.

## **About the evaluation**

### *Purpose and scope of the evaluation*

FIDH is looking for an evaluator to assess the second phase of this significant program (2023-2026) devoted to the accountability of economic actors.

The evaluation will focus on contextualising (taking into account the evolution of the context over the past 3 years) and following up on insights, lessons learned, recommendations and **changes made by FIDH in the past 3 years** and **formulate advice** on further increasing the strategic coherence, relevance and efficiency of the work. We expect pragmatic insights and advice that can be used in planning our next programming period (2026-2029).

We expect the evaluation to respond to the evaluation standards and criteria of our donors (Bread for the World and AFD): The evaluation should be conducted under OECD DAC criteria and should follow AFD methodological guidance.<sup>1</sup>

### *Overall approach to learning question*

We would like the review to reflect complexity, context and dynamic changes over time. For each question, enablers and challenges should also be reflected. Finally, for each area of reflection, we would like evaluators to take a forward-looking stance, translating insights (= lessons learned based on the observations and assessments) into concrete recommendations for the next round of programming.

### *Key evaluation questions*

This final evaluation will strive to address the following key questions, taking into account discussions, questions and potential challenges identified during the program appraisal phase.

### Relevance & coherence

- Are program' objectives in line with the needs of partner and member CSOs? Have the needs of partners and member CSOs changed in the past 3 years?
- Has the choice of program' countries been relevant, given the context and the objectives? How has FIDH responded to emerging needs and changing circumstances in the past 3 years?
- What is FIDH's added value in the context of other organisations working in the same space? Has this changed in the last 3 years?
- did the program manage to take into account impacts caused by companies on climate change and the increasing need to work on Just Transition pathways ?

### Effectiveness

- What are the types of contributions or outcomes achieved by FIDH's interventions in the context of this program? Any gaps between the expected outcomes and the outcomes that were achieved ? What are the observations in relation to these gaps ?
- To what extent were the programmed activities implemented according to expectations? If there are discrepancies with planning, what can be learned from them?
- How does the use of COBHRIA methodology in the documentation activities evolved to better respond to the gaps that emerged in the past evaluation?

---

<sup>1</sup> For AFD criteria, see p. 95 of AFD's methodological guide (*in French*) : <https://www.afd.fr/sites/afd/files/2020-04-10-34-35/guide-methodologique-initiatives-avril-2020.pdf>

- Does the advocacy strategy with companies and investors developed under the program respond to the objectives of the program and to the need of beneficiary CSOs?
- To what extent does the recourse to strategic litigation contribute to the achievement of the program objectives?

### Efficiency

- Are the Monitoring and evaluation tools developed under the previous phase of the project working? How has the monitoring improved compared to the previous evaluation?
- What were the strengths and weaknesses of the support to CSO partners (e.g. reactivity, structure, management of support)? How has this changed in the past 3 years ?

### Impact

- What kind of long-term contributions or differences does the program make?
- Have there been any unforeseen positive or negative impacts ?

### Sustainability

- How have FIDH's partnerships evolved in the past 3 years with respect to its work on business and human rights? And what key conditions are relevant to support sustainability of the outcomes and the work of the member and partner organisations in this programme ?
- How to ensure support in a changing and less favorable environment to corporate accountability
- How to evaluate FIDH added value in this project also with respect to a Phase III?

### *Methodology and stakeholder involvement*

The evaluation will rely on desk review of previously conducted evaluations, project documentation and monitoring documents. We expect the evaluators to provide a framework for triangulation of information from these sources: interviews with representatives of FIDH's CSO members and partners. The interviews can be organised remotely and some of them can be organised in person during the International Board meeting of FIDH which should take place in Paris in March 2026

In addition, remote or in-person interviews can be organised with other stakeholders (donors, partners, the Globalisation Desk team, other relevant staff members from the International Secretariat, EU and UN...).

The evaluation will be guided and facilitated by a steering committee within the FIDH team via Inception meeting; Provision of relevant documents and introduction to key project staff ; Regular consultation when required; Providing feedback and approval of evaluation methodology, instruments and reports.

### *Deliverables*

- A draft report by 30<sup>st</sup> May 2026 should include all relevant insights, lessons learned and recommendations. It should provide concrete illustrations of impacts or progress regarding economic actors' respect for human rights, if such illustrations can be identified.
- The proposals should outline the evaluators' approach to sharing insights or summary points with interviewees.
- The final report should be in English by 30<sup>th</sup> of July 2026 should not exceed 30 pages (excluding annexes); include a stand-alone executive summary and be proofread to publishable quality.
- As part of the evaluation, the evaluators will present the evaluation draft findings and moderate an internal reflection session with the relevant team members before finalizing the evaluation.

- The evaluators will present their final findings and recommendations to FIDH teams and its donors AFD and BFTW in a dedicated session, following the final report.

#### *Budget/Time investment*

The available budget for this assignment is EUR 25000 TTC (approximately 30 days of work). No travel is expected for the assignment.

#### *About the evaluators*

Profile and expertise required for this assignment

- Proven familiarity with FIDH, the broader field of defense of human rights and the intersection of business and human rights.
- Proven Experience working with Bread for the World and AFD frameworks.
- Proven experience conducting evaluations using a mix of qualitative methodologies, including Outcomes Harvesting and Most significant Change.
- Proven experience engaging with activists and CSOs from a variety of global backgrounds and lived experience.
- Ability to conduct data collection and analysis in English and French (additional knowledge of Spanish, is also good).
- Proven experience conducting complex evaluations with a strategic angle.
- Evaluators and teams of all gender, background and global location are welcome to apply.

#### *How to apply*

Offers should be submitted in English or French, in PDF format.

Offers should include:

- An introduction, focusing on how the skills and previous experience of the evaluator(s) correspond to the requirements of the TOR.
- An understanding of the TOR.
- An outline of the proposed approach with an expected workplan/timeframe (3 pages maximum).
- Proposed team structure along with key personnel resume.
- A financial offer including the breakdown of responsibilities by day and team member, daily rate for each of the proposed evaluators (if more than one); and VAT status.
- Two previous examples of evaluations (optional)
- Two references of previous clients.

Selection of offers:

FIDH will review the submitted proposals according to the following criteria:

- quality of the proposal and methodology
- and qualification and experience of team members
- Previous experience
- Financial proposal

Shortlisted candidates will be invited for a remote interview in the first half of February.

Deadline and submission

The proposals should be sent before 10 February 2026 to [recrutement@fidh.org](mailto:recrutement@fidh.org) , with subject line ‘Final evaluation- NAME OF CONTRACTOR OR COMPANY’

Questions can be addressed to [mondialisation@fidh.org](mailto:mondialisation@fidh.org) with subject line Question-Final Evaluation  
 - NAME OF CONTRACTOR OR COMPANY

| <b>Criterion</b>                                      | <b>Description</b>   | <b>Weight (%)</b> |
|---|--|-------------------|
| <b>1. Technical Quality of the Proposal</b>           |  | <b>80</b>         |
| 1.1 Understanding of the programme and context        | Demonstrated understanding of the programme objectives, FIDH's mandate, Business & Human Rights context, and donor frameworks (AFD, BFTW).                   | 25                |
| 1.2 Methodology and analytical approach               | Proven conducting complex evaluation, use of mix qualitative methodologies, Capacity to conduct data collection and analysis in English and French.          | 35                |
| 1.3 Experience and qualifications of the evaluator(s) | Relevant experience working with BFTW and AFD frameworks, proven experience engaging with human rights and diverse CSOs, and expertise of the proposed team. | 20                |
| <b>Subtotal – Technical</b>                           |  | <b>80</b>         |
| <b>2. Financial Offer</b>                             |  | <b>20</b>         |
| 2.1 Budget coherence and clarity                      | Clarity, level of detail and consistency of the financial proposal with the proposed methodology and work plan.  | 10                |
| 2.2 Value for money                                   | Overall cost-effectiveness of the proposal in relation to the quality and expertise offered.   | 10                |
| <b>TOTAL</b>  |  | <b>100</b>        |