Evaluation of IHRB strategic partnership project  
(SAP 634443)  
Terms of Reference

1 SUMMARY

Object of the evaluation:

Core contribution to the Institute for Human Rights and Business (IHRB), a ‘think and do thank’ in the area of business and human rights that aims to better protect human rights in business through:

• Shaping policy,  
• Advancing practice,  
• Strengthening accountability.

And prioritizes its work through time-bound programmes focusing on:

• Collective-action leadership involving different stakeholders,  
• Countries in economic and political transition,  
• Strategic business sectors that underpin others in relation to the flow of information, finance, workers and/or commodities.

Objective: Assess the core contribution to IHRB and identify key priorities and avenues of IHRB support in a possible next phase.  
Costs:  
Focal Point: Rémy Friedmann

2 BACKGROUND: FOUNDATION OF IHRB SUPPORT

The Institute for Human Rights and Business (IHRB) was established in March 2009 as a global center for policy and practice on the relationship between business and internationally recognized human rights principles and standards. It provides a trusted, impartial space for dialogue and independent analysis to deepen understanding of human rights challenges and the appropriate role of business. It seeks to address problems where the law may be unclear, where accountability and responsibility may not be well defined, and where legitimate dispute settlement mechanisms may be non-existent or poorly administered.

Over the past 10 years, IHRB has established a number of organisations and initiatives that are now free-standing, namely: the Myanmar Centre for Responsible Business (MCRB), Centro Regional de Empresas y Emprendimientos Responsables (CREER), the Corporate-Human Rights Benchmark (CHRB), and the Centre for Sport and Human Rights (CSHR).

HSD has worked with IHRB since 2011, through several thematic projects related to the Voluntary Principles on Human Rights in Kenya, the establishment of a Centre for Responsible Business in Myanmar, a forum for responsible business in China, the development of a guidance for the commodity trade sector, the process leading to the creation of a Centre for sport and human rights, among others.
The cooperation with IHRB is aligned with Switzerland’s objective of fostering the integration of the UN Guiding Principles on Business and Human Rights into business core activities, create better accountability and buy-in from all actors including business, civil society and governments. This cooperation has enabled DSH to contribute to very concrete projects that are delivering guidance to companies and investors, mainstreaming the business and human rights perspective into geographical human security programs as well as human rights dialogue and political consultations with a number of governments.

IHRB is HSD’s strategic partner since 2017 when a first two-year core-contribution contract was signed (2017-2018), following which it was renewed in 2019 (2019-2020), provided that an external evaluation was going to take place before the end of the contract.

Given the evolving nature of the program, continuous coordination has taken place between HSD and IHRB.

3 General Objectives of The Evaluation

The primary purpose of the evaluation is to assess the relevance, the outcomes and the impact of the HSD’s strategic partnership with IHRB.

Core activities supported through the strategic partnership program of 2019-2020 are:

Thematically:

- Responsible Recruitment
- Tackling discrimination (LGBTI rights)
- Gender and #MeToo!
- Human Rights Defenders
- Digital technology
- Responsible Trade
- Built Environment

Countries in economic/political transition:

- Myanmar
- Colombia/Latin America
- Iran
- Qatar
- Kenya
- Thailand (responsible recruitment)
- DRC (possible future action linked to the cobalt trade – in relation with commodity guidance)

The core contribution also covers IHRB academic and outreach activities.

Expected results, according to the workplan, are:

Responsible recruitment

- No worker fees by 2026

Non Discrimination (LGBTI)

- Global implementation of the UN’s LGBTI business principles
Gender and #MeToo!

- Ending sexual violence in global supply chains and promoting UN Women Empowerment Principles by identifying good and bad practices

Digital Technology:

- Human rights-based principles relating to all aspects of digital technology by end of 2020

Human Rights Defenders:

- An honest assessment on the role business can play to protect defenders based on confidential case studies

Responsible trade:

- A major international event in 2019 to reposition human rights in relation to global trade policy

Built environment:

- A thought leadership platform calling for human rights integration into all stages of the building lifecycle from planning through to use.

The evaluation will have to look at the following key questions:

**Effectiveness:** Has IHRB’s strategic partnership project achieved its goals as described in its workplan? How did the different activities help to establish and facilitate synergies with related initiatives and stakeholders? How effective has IHRB been in meeting expected outcomes? If they have proven to be ineffective, what were the reasons and that was done to address them)? Has the strategic partnership helped HSD to identify and address emerging issues in the area of business and human rights?

**Relevance:** Does the project support the overall goals HSD’s business and human rights policy? Did IHRB’s support to HSD help to meet specific and important needs during the period and is it likely its support will help meet needs of HSD in the future? Could the resources have been used in a more effective way?

Are the different activities relevant to the goals of IHRB (shaping policy, advancing practice, strengthening accountability)?

**Efficiency:** Is the structure of the project suitable to implement its activities? Does it allow for the necessary flexibility? Should the structure be adapted for a possible new phase of the project beyond 2020?

**Impact:** Has IHRB achieved its goals as described in the project proposal and workplan? How far did the support allow IHRB to operationalize its activities? In what way have IHRB’s wider projects contributed to impact? Can you identify additional results that this project has achieved?
**Sustainability:** How has HSD’s support helped IHRB to become a more established and operational organization? Has the project laid the groundwork for a long-term implementation of IHRB’s stated mission?

What would be the **key priorities** and avenues of IHRB support in a possible next phase?

These questions will apply to thematic and geographic focus mentioned in the strategic partnership program, but also to new issues that have emerged during the course of the partnership (including in particular the covid-19 crisis).

### 4 Methodology

The evaluation shall be based on document studies (thematic reports, annual narrative and financial reports, website, blogs) and on interviews.

The evaluation should take the following perspectives into consideration:

a) **IHRB perspective:** Interviews with staff, present and former trustees and Advisory Council members

b) **Stakeholders’ perspective:** interview with companies, civil society and other governments’ representatives

c) **IHRB ‘babies’ perspective:** Myanmar Centre for Responsible Business (MCRB), Centro Regional de Empresas y Emprendimientos Responsables (CREER), Centre for Sport and Human Rights (CSHR).

d) **FDFA – Human Security Division staff**

### 5 Expected Output

The evaluation is expected to produce a **report with the following characteristics:**

- Max. 20 pages long
- Findings from the assessment, options and recommendations for future collaboration between HSD and IHRB in the area of business and human rights.
- One page Executive summary

HSD and IHRB will be able to review and provide comments on the draft evaluation report. The evaluation team will debrief the Steering Committee and the Focal Point and present the final version of the report to HSD and IHRB.

### 6 Steering Committee for the Evaluation and Focal Point at HSD

HSD mandates and finances the external evaluation. The planning, management and guidance of the evaluation process is assigned to a “**Steering Committee**” (SteeCom) consisting of a member of the HSD staff office, HSD’s Deputy Head of Division and the Head of Human Rights Policy section.

The **Focal Point at HSD** is the Project lead at human security and business.
7 Estimation of Working Days and Budget

<table>
<thead>
<tr>
<th>Item</th>
<th>Lead Evaluator</th>
<th>Evaluator</th>
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<tbody>
<tr>
<td>Preparation (study of documents, methodology, planning/ inception</td>
<td></td>
<td></td>
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<tr>
<td>report)</td>
<td></td>
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<tr>
<td>Interviews, meetings</td>
<td></td>
<td></td>
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<tr>
<td>Analysis of data, drafting report</td>
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<tr>
<td>Debriefing / final report</td>
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<tr>
<td><strong>Total suggested working days (without travelling)</strong></td>
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</tbody>
</table>

Based on the estimation of a **total of X working days**, a detailed budget shall be proposed by the evaluation team.

8 Time Table

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<thead>
<tr>
<th>Item</th>
<th>Responsible</th>
<th>Deadline 2020</th>
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<tbody>
<tr>
<td>Kick-Off Telcon with IHRB; purpose:</td>
<td>Focal Point</td>
<td>Mid April</td>
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<tr>
<td>♦ Information on process</td>
<td></td>
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<td>♦ Feedback on ToR</td>
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<td>♦ Consultation on possible evaluators</td>
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<tr>
<td>Adoption of ToR</td>
<td>SteeCom</td>
<td>End April</td>
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<tr>
<td>Tender (on invitation)</td>
<td>Focal Point</td>
<td>Early May</td>
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<td>Submission of proposals</td>
<td>Evaluators to Focal Point</td>
<td>1 June</td>
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<tr>
<td>Selection of evaluators</td>
<td>SteeCom upon recom-</td>
<td>10 June</td>
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<tr>
<td>mendation by Focal Point</td>
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<tr>
<td>Acceptance of inception report</td>
<td>SteeCom</td>
<td>Early July</td>
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<tr>
<td>Evaluation process (interviews and analysis)</td>
<td>Evaluation Team</td>
<td>15 August – 15 Sep-</td>
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<tr>
<td>Draft report</td>
<td>Evaluators to Focal Point</td>
<td>1 Octobre</td>
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<tr>
<td>Discussion FDFA /IHRB-Evaluator</td>
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<td>15 Octobre</td>
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<tr>
<td>Incorporation of comments and final report</td>
<td>Focal Point to Evaluators</td>
<td>30 Octobre</td>
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<tr>
<td>Adoption of final report and Mgmt response</td>
<td>SteeCom</td>
<td>15 Novembre</td>
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9 References

This evaluation follows the DAC Guidelines on Evaluating Peacebuilding Activities in Settings of Conflict and Fragility.