

<b>Terms of Reference (ToR) for External Project Evaluation</b>
<b>Project Name:</b> Protecting and Promoting the Rights of Dalits and Tackling the Poverty and Exclusion of Excluded Groups (PPRDTPEEG)
<b>Project Number:</b> N-BGD-2022-0017
<b>Project Duration:</b> January 1, 2022 to December 31, 2024
<b>Implemented by:</b> Nagorik Uddyog
<b>Supported by:</b> Bread for the World (BftW), Germany and Foundation for a Just Society (FJS), New York

## 1. Background and Context

### 1.1 About Nagorik Uddyog

Nagorik Uddyog (NU) is a national-level human rights and development organization in Bangladesh. NU came into being in 1995. Since its initiation, the organization has been promoting human rights and justice for building a self-sustained egalitarian society.

The Bengali term 'Nagorik Uddyog' stands for 'Citizens' Initiative' which itself epitomizes the organization's intention for its human rights and development interventions. The key focus of the organization is to engage the community people in promoting human rights at the local and national levels, increasing access of left-behind communities to justice, protecting the rights of women, children, Dalits, minorities & informal sector workers, and protecting & conservation of the environment and also increasing the access of citizens in democratic & development process.

To achieve the desired goal, the organization has continued multifaceted activities in different districts and upazilas across Bangladesh by engaging the community people. In addition to this, intending to strengthen the above-mentioned development activities, Nagorik Uddyog has also been conducting advocacy activities in association with various networks at national and international levels.

The vision of NU is "to build a self-sustained egalitarian society" with the mission of "engaging in policy and practice for human rights, democracy, and social justice". The expected goal of the organization is that "citizens are aware of rights and able to claim those through individual and collective efforts to foster social justice, particularly for marginalized and socially excluded communities". To materialize the goal, NU has been working to achieve the following objectives:

- Improve access to justice through human rights education, community-based dispute resolution and legal aid support;
- Strengthen women's leadership capacity at the community level to realize the rights of women and participation in the decision-making process;
- Protect and promote the rights of the excluded groups, especially Dalits, ethnic and other minorities;
- Promote citizens' access to information to enhance transparency and accountability of government and non-government institutions;
- Promote labour rights through strengthening capacity, advocacy, campaign, and networking;

- Establish a child-friendly society by promoting child rights of the disadvantaged communities;
- Enhance environmental sustainability by reducing the adverse impact of climate change and building a linkage between human rights, and environmental development; and
- Research, policy advocacy, and networking to promote human rights at the national and international levels.

The programmatic interventions of NU have been focused on a total of six (6) strategic thrusts including (a) Access to Justice, Human Rights, and Good Governance, (b) Empowering Socially Excluded Communities, (c) Gender Justice, (d) Child and Labor Rights, (e) Land, Water, Environment and Climate Justice, and (f) Policy Advocacy and Networking.

## **1.2 About the Project**

The Constitution of Bangladesh promises equal rights for its all citizens. However, millions of people from the Dalit community are still being treated as *'untouchables'* and are ostracized by society. The Dalit communities in Bangladesh have to face work, class and caste-based discrimination and socio-economic exclusion in the physical structure of both rural and urban areas. The majority of them does not have employment opportunities, and deprived are of participating in public and political life. According to the estimation of the Social Welfare Ministry, the Dalit population in Bangladesh was approximately 6.3 million in 2012. These Dalits are deprived of adequate housing, sanitation, health, and education. Usually, they are bound to live in segregated areas or ghettos on the government land with the constant fear of eviction. Their access to various basic services and state benefits is still limited. Though the government is primarily responsible for ensuring basic entitlements for all, the response of the government is not still sufficient to ensure the human rights of Dalits. To improve the situation and bring positive changes in the lives of Dalits, the aforementioned project is being implemented in Dhaka city and nine (9) other districts in Bangladesh through a total of ten (10) Local Implementing Partners (LIPs) with the funding support from Bread for the World (BftW), Germany and Foundation for a Just Society (FJS), USA. These LIPs are Dalit-led local CSOs and CBOs.

## **1.3 Duration of the Project and Background of the Work**

Currently the PPRDTPEEG is on its first phase with the duration of three years (January 1 2022 – December 31, 2024) and is being implanted with the funding support of BftW, Germany and Foundation for a Just Society (FJS), New York. It is important to mention that BftW has been supporting Nagorik Uddyog for project-based interventions to bring positive changes in the life and livelihood of Dalits in Bangladesh since 2012. The first two-year long project 'Reduce Discrimination through Protecting and Promoting the Rights of Dalit and Socially Excluded Communities' successfully implemented during 2012 and 2013. The project was evaluated externally in 2013.

## **1.4 Project's Goal**

The Dalits and excluded communities in Bangladesh are enjoying human rights and live a dignified life.

## 1.5 Project's Objectives and Indicators

Project objectives	Indicators
Objective 1	Indicator 1.1
The BDERM national network and the Dalit-led local CSOs use improved leadership and management competencies.	All 10 Dalit-led local CSOs have improved their score in the development and implementation of at least 4 (out of 5) management tools (i.e. project implementation guideline, monitoring tool based on OIO standard, computerized accounting manual, strategic plan, safeguarding policy) as compared to the baseline.
Objective 2	Indicator 2.1
The BDERM national network successfully influences Dalit rights issues at the national level.	At least two issues or recommendations (e.g. law enactment, policy formulation, increasing budgetary allocation, and introducing specific development schemes) of the BDERM national network are being acted upon by the government at the national level.
Objective 3	Indicator 3.1
The socio-economic livelihoods of Dalits (especially women and children) in the project regions have improved.	At least 30,000 Dalits (out of which 60% are female) have newly received state benefits through one of the social protection programs (e.g. social safety net program, housing schemes, skill development training, and special government allocation).
	Indicator 3.2
	At least 180 trained Dalit women (out of 240 women) earn an additional annual income of an average of BDT 24,000 per person.
	Indicator 3.3
	At least 912 (out of 2,280) Dalit pre-primary school children aged 4-6 years and 260 (out of 520) education support centre-going secondary level Dalit students aged 14-16 years have been successfully enrolled in the mainstream government primary school and higher education respectively.

## 1.6 Project's Geographical Coverage

- **Dhaka City:** 6 Dalit colonies of Dhaka South City Corporation and 3 Dalit colonies of Dhaka North City Corporation
- **Moulvibazar District:** 30 tea gardens covering 9 unions of the Sreemangal sub-district and 18 tea gardens covering 10 unions of the Kamolganj sub-district
- **Satkhira District:** 11 unions of Tala sub-district
- **Jessore District:** 12 unions of Chaugachha sub-district
- **Barisal District:** 8 Dalit colonies of Barisal City Corporation and 10 unions of the Barisal Sadar sub-district
- **Bhola District:** 1 municipality and 13 unions of Bhola Sadar sub-district
- **Khulna District:** 7 unions of Botiaghata sub-district and 1 municipality and 5 unions of Dakope sub-district
- **Sherpur District:** 1 municipality and 4 unions of Sherpur Sadar sub-district
- **Jashore District:** 4 unions of Jashore Sadar sub-district
- **Kurigram District:** 1 municipality and 3 unions of Kurigram Sadar sub-district

## 1.7 Beneficiaries of the Project

- **Direct:** A total of 86,524 individuals including 38,564 males (44.57%) and 47,960 females (55.43%)
- **Indirect:** A total of 706,759 individuals including 206,759 individuals through project activities and 500,000 individuals across the country through the countrywide campaign
- **Intermediaries and decision-makers:** A total of 2,577 intermediaries and decision-makers including ministerial personnel, government officials, Dalit leaders, and media workers

## 1.8 Project Implementation Strategy

Nagorik Uddyog is partnering with Bangladesh Dalit and Excluded Rights Movement (BDERM) and a total of ten (10) Local Implementing Partners (Dalit-led CSOs and CBOs) in the project locations to implement the planned project activities.

## 1.9 List of Local Implementing Partners (LIPs)

Name of the LIPs	Starting Year of Partnership	Status of Legal Registration
Dalit Women Forum <i>(Women-led)</i>	2012	Legally registered under Directorate of Women Affairs of the Government of the People's Republic of Bangladesh
Moulovibazar Tea Community Indigenous Front	2012	Legally registered under Directorate of Social Welfare of the Government of the People's Republic of Bangladesh
Uddipto Mohila Unnayan Sangastha <i>(Women-led)</i>	2019	Legally registered under Directorate of Women Affairs of the Government of the People's Republic of Bangladesh

<b>Name of the LIPs</b>	<b>Starting Year of Partnership</b>	<b>Status of Legal Registration</b>
Ashrumochan Mahila O Shishu Unnayan Sangastha ( <i>Women-led</i> )	2019	Legally registered under Directorate of Women Affairs of the Government of the People's Republic of Bangladesh
Center For Social Development	2021	Legally registered under Directorate of Social Welfare of the Government of the People's Republic of Bangladesh
Provati Unnayan Sangastha	2021	Legally registered under Directorate of Social Welfare of the Government of the People's Republic of Bangladesh
Geeta Foundation	2021	Legally registered under Directorate of Social Welfare of the Government of the People's Republic of Bangladesh
Adibasi Samaj Unnayan Sangastha	2021	Legally registered under Directorate of Social Welfare of the Government of the People's Republic of Bangladesh
Sasothi Dalit Nari and Shishu Unnayan Sangastha ( <i>Women-led</i> )	2021	Legally registered under Directorate of Women Affairs of the Government of the People's Republic of Bangladesh
BDERM Kurigram Unit	2021	Does not have legal registration and operated under the banner of Nagorik Uddyog

## **2 Goals and Objectives of the Evaluation**

### **2.1 Overall Objective of the Evaluation**

To evaluate the overall progress of the project, identify the challenges, document the lessons learnt, and provide concrete recommendations that can inform future strategy and actions for Nagorik Uddyog, BDERM and the donors in the domain of Dalit rights work.

### **3.2 Specific Objectives of the Evaluation**

The specific objectives of the evaluation are as follows:

- To provide an opportunity to learn from an independent analysis of what the project has achieved in terms of the efficacy of approaches, and what issues to be addressed further.
- To assess the project delivery against the OECD-DAC evaluation criteria (relevance, coherence, impact, efficiency, effectiveness, and sustainability).
- To identify the strengths, weaknesses, and challenges encountered in project management and support structure.
- To assess whether the intervention was implemented efficiently compared to the alternatives and whether the activities were cost-effective.
- To evaluate the sustainability of the effects and impacts of the intervention in the wider environment.
- To identify key good practices and lessons learned, including suggestions on how these can be used to improve the quality of project implementation on the ground and in direct cooperation with the LIPs.

- To assess how the project interventions addressed the intersectionality.
- To evaluate the success of the partnership approach between Nagorik Uddyog and LIPs and also the cooperation set-up among NU, BDERM, and LIPs.
- To make concrete recommendations for future programming in terms of adapting the overall strategy, approach and undertaking the innovative interventions.

### **3. Evaluation Questions**

The evaluation will use the OECD-DAC criteria as a framework and will be guided by the following key questions mentioned under each of the criteria.

#### **a) Relevance**

- (i) To what extent are the project objectives aligned with the needs of the target groups such as the BDERM national network, Dalit-led local CSOs, and Dalits, especially Dalit women and children?
- (ii) Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?

#### **b) Coherence**

- (i) To what extent does the project align with other development policy measures in a country, region or sector?

#### **c) Effectiveness**

- (i) To what extent have the 3 project objectives been, or are expected to be, achieved?
- (ii) To what extent the approach of the project and the activities are effective in producing desired results?
- (iii) What are the major factors influencing the achievement as well as non-achievement of the project objectives?

#### **d) Efficiency**

- (i) Was the process of achieving results efficient? Specifically, did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- (ii) Did project activities overlap and duplicate other similar interventions with the available inputs? Are there more efficient ways and means of delivering more and better results (outputs and outcomes)?
- (iii) Could a different approach have produced better results?
- (iv) How efficient has NU performed its role as secretariat for BDERM national network and facilitates the capacity building process for the LIPs?
- (v) What are the strengths and weaknesses, opportunities and threats of the project's implementation process?

#### **e) Impact**

- (i) To what extent the interventions have generated or are expected to generate significant positive or negative, intended or unintended, higher-level effects aligning with the project's goal?
- (ii) What factors were decisive for the achievement, or non-achievement of the project goal?

#### **f) Sustainability**

- (i) To what extent are the positive effects of the project sustainable? Specifically, to what extent are the directly reached target groups and Dalit-led CSOs (LIPs) likely to be sustained?
- (ii) How effective were the exit strategies, and approaches to phase out assistance to the LIPs provided by the project including contributing factors and constraints?
- (iii) Assess key factors to improve prospects of sustainability of project outcomes and the potential for replication of the approach.

#### **4. Method of the Evaluation**

A gender-balanced evaluation team with a profound understanding of Dalit rights and specialization in conducting participatory evaluation will be awarded to undertake the assignment. The evaluation will be performed using the OECD-DAC criteria and cross-cutting issues. Both quantitative and qualitative data collection techniques shall be used. In addition, the evaluation must be useful, fair, accurate and practicable.

The methodology includes the following but is not limited to:

- Review existing literature and project documents (project proposal, activity completion reports, narrative reports submitted to donors etc.) critically and develop a further understanding of the project in the context of Bangladesh;
- Draw a representative sample of project beneficiaries and stakeholders from the project location for collecting necessary data.
- Develop data collection tools (survey questionnaires, interview questionnaires, and FGD guidelines for collecting both quantitative and qualitative data.
- Conduct a kick-off and clarification meeting to share the overall plan for carrying out the evaluation work.
- Collect data and information about the project as well as perspectives about the project from beneficiaries, project staff, LIPs, BDERM leaders, government officials, civil society organizations, and any other relevant stakeholders of the project through surveys, FGDs, workshops, interviews, and meetings in project areas;
- Identify and analyze qualitative changes as well as collect and prepare case stories of the most significant changes that have taken place in the lives of the project beneficiaries;
- Analyze, triangulate and interpret evidence and identify key findings and conclusions;
- Prepare the draft evaluation report and submit it to Nagorik Uddyog and Bread for the World for review and feedback;
- Conduct a validation workshop to validate findings, and share lessons learned, challenges, best practices and suggestions for future programming.

#### **5. Users of the Evaluation**

The evaluation results will be used by Nagorik Uddyog, target groups, Bread for the World and other related stakeholders. It is highly expected that the evaluation result will help Nagorik Uddyog with future programming and possible adjustments in the project strategy for the next phase proposal.



## 6. Evaluation Timeframe

The evaluation will be undertaken in a maximum of 40 working days, tentatively starting from April 21, 2024, and must be completed by July 20, 2024. The number of working days will be agreed upon in the first meeting with the evaluation team, based on the submitted consultancy proposal. A tentative time distribution among major activities has been mentioned below.

Sl.	Major activity	Working days
1	Review of relevant documents made available to the evaluation team	4
2	Development of evaluation methodology and data collection tools	3
3	Kick-off and clarification meeting	1
4	Preparation of inception report	2
5	Collection of data from the project areas using the developed data collection tools, identifying and preparation of case stories, checking and editing of collected data	15
6	Data processing and analysis	5
7	Preparing draft evaluation report	7
8	Validation workshop	1
8	Preparation of final evaluation report based on the comments of Nagorik Uddyog and Bread for the World	2
<b>Total</b>		<b>40</b>

## 7. Key Qualifications of the Members of the Evaluation Team

The evaluation team should be gender balanced and consist of at least two experts including the team leader and co-evaluator. The experts should fulfill the following requirements as a team:

- Extensive methodological skills in participatory and impact evaluations of development measures in the field of human rights and thematic skills and knowledge particularly in the area of Dalit rights
- Proven evaluation experiences according to OECD-DAC standards
- Experience in Most Significant Change (MSC) methodology
- Sound knowledge in dealing with cross-cutting issues (e.g. gender, inclusion)
- An advanced university degree in Social Science or a relevant discipline
- Need to have a relevant background in the social development sector, and at least 10 years of working experience in the field of human rights
- Knowledge about and working experience with civil society organizations in Bangladesh, especially with Non-Governmental organizations, CSOs and rights-based networking platforms
- Profound knowledge of qualitative and quantitative data collection, data analysis, and report writing
- Very good knowledge of statistical analysis (Excel, SPSS or comparable software)
- Good working knowledge of both Bengali and English languages



## 8. Expected Deliverables

The evaluation team is expected to deliver the following:

### a) Inception Report

The inception report shall be written in English with 8-10 pages (font-size: 12, line spacing: 1.5) without annexes and has to include the following contents:

- Key data of the evaluation
- Current status of the preparation: Composition of the evaluation team (qualifications, allocation of tasks, mentioning explicitly who is the team leader and who is the associate)
- Estimated timetable and work plan for the evaluation team
- Identified problems and risks associated with the assignment
- Evaluation design and methodology: Mentioning the chosen approach (e.g. qualitative, quantitative, mixed method, participatory) and further steps on how to implement the evaluation (selection of samples, strategies for data collection and analysis, further specific evaluation questions, hypothesis on outcomes and impacts, description of the planned contacts and visits with explanation)
- Tools for data collection (e.g. questionnaires, FGD and interview guidelines and plan for data analysis)
- Plan for collecting adequate information for analyzing gender, inclusion, and other cross-cutting issues

### b) Draft Evaluation Report

The draft evaluation report shall be written in English with 40-50 pages maximum (font size: 12, line spacing: 1.5) without annexes and has to include the following contents. A *sample evaluation report template* is provided as *Annexure 1* at the end of the document for better comprehension of the structure of the report.

- Executive summary: a tightly drafted, to-the-point, free-standing document (about 5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.
- Short introduction: purpose of the evaluation, evaluation scope and key questions
- Short description of the project: background, project overview, rationale, purpose and objectives etc.
- Evaluation methodology: evaluation areas and population, sampling procedure, methods of data collection, data management and analysis, limitations and gaps
- Results and analysis according to all evaluation questions following OECD-DAC criteria and cross-cutting issues
- Filled out evaluation grid explaining the rating of the OECD-DAC criteria (see *Annexure 2*)
- Recommendations based on key findings (realistic, specific, addressed to appropriate audiences, and numbered), including recommendations on future program and implementation strategy
- Lessons learnt (generalizations of conclusions applicable for wider use)
- Annexes (ToR, data collection tools, additional tables and figures)

### **c) Final Evaluation Report**

The consolidated draft report is to be finalized based on the feedback and comments from Nagorik Uddyog and BftW and shall be finalized within the next 14 days after taking the feedback. The final report is to be submitted in digital version. Along with the final report, the evaluation team will also submit raw data files to Nagorik Uddyog without compromising the anonymity of the respondents.

## **9. Contents of the Offer**

### **a) Technical Proposal**

A technical proposal of a maximum of 10 pages excluding CVs, other relevant information and necessary documents needs to be submitted. The technical proposal should contain the following:

- Cover page
- Table of content
- Understanding of the assignment
- Methodology with explanation and justification of the methods to be deployed
- Work schedule and estimated time schedule
- Team composition along with rationale and role of proposed team members
- CVs of all evaluators involved highlighting related relevant assignments completed with client name, contact person and mobile number
- Any other relevant information (if required only)
- Necessary documents (TIN certificate, VAT registration, Trade license etc.)

### **b) Financial Proposal**

A detailed financial proposal needs to be submitted along with the technical proposal following the below-mentioned instructions.

- Only calculate the consultancy days and fees (days should be mentioned for key members of the team). Nagorik Uddyog will bear the cost of travel, food, accommodation, and other logistics costs for collecting data from the field and also bear the cost of the kick-off meeting and validation workshop.
- Any other expenditure such as printing of data collection tools, data collectors' honorarium, and other logistics needs to be mentioned explicitly.
- Please calculate the total budget with VAT and Tax (15% VAT and 10% Tax).
- Mention the total amount.

## **10. Selection Criteria for the Award of the Contract**

The proposal will be evaluated based on the following criteria:

- Quality of the technical offer (40%)
- Qualification of the consultants (30%)
- Total price of the offer (30%)

## **11. Payment Terms**

Payment for the consultant will be made upon satisfactory completion of the deliverables and activities. The payment schedule will be as follows:

- 40% payment will be made after the acceptance of the inception report and contract signing.
- 60% payment will be made after the acceptance of the final report.

## **12. Deadline for Submitting the Proposal**

Interested consultants/firms are requested to submit a technical along with a financial proposal and any supporting example of previously undertaken similar work to the following email address: [info@nuhr.org](mailto:info@nuhr.org) addressing Sardar Zahidul Islam, Manager (Finance and Admin), Nagorik Uddyog by April 13, 2024 (12 PM, Bangladesh Time).

## **Sample of Evaluation Report Template**

1. Cover sheet with:
  - a) Project title
  - b) Project number
  - c) Implementing organisation
  - d) Evaluator(s)
  - e) Report date
  - f) Country
  - g) Project period
2. Table of content
3. List of abbreviations
4. Executive summary (5 pages):
  - Short presentation of the subject matter of the evaluation, possibly including key framework conditions
  - Brief information on the evaluation: Cause and objective, assessment period
  - Key findings
  - Key recommendations
5. Description of the project being evaluated (2 pages)
6. Description of the objective, scope, methodology, and processes of the Evaluation (3 pages)
7. Findings and observations of the evaluation, including cross-cutting issues (20 pages):
  - a) Relevance
  - b) Coherence
  - c) Efficiency
  - d) Effectiveness
  - e) Impact
  - f) Sustainability
8. Evaluation grid (see *Annexure 2*)
9. Conclusions and recommendations (based on findings, realistic, specific and addressed, numbered) (5 pages)
10. Annexure (ToR, Schedule of the review, Stakeholders met, Questions asked) (5 pages)

### Evaluation Grid for the Project Evaluation

	Very good/ Very high (1)	Good/ High (2)	Average (3)	Bad/ Low (4)	Very bad/ Very low (5)	N/A
<b>Explanation of the rating</b>	The questions are positively evaluated.	The majority of the questions are positively evaluated.	The questions are partly positive and partly negatively evaluated.	The majority of the questions are negatively evaluated.	The questions are negatively evaluated.	No questions were evaluated on this OECD/DAC criterion.
<b>Relevance</b>						
<b>Coherence</b>						
<b>Effectiveness</b>						
<b>Efficiency</b>						
<b>Impact</b>						
<b>Sustainability</b>						