

### Term of References (ToR) for Joint Programme Evaluation

<b>Title of the consultancy</b>	Individual contract to conduct a summative evaluation of the UN SDG joint programme titled “Enhancing social protection for female tea garden workers and their families in Sylhet Division, Bangladesh”.
<b>Objective</b>	To assess the relevance, efficiency, effectiveness, coherence, impact and sustainability of the UNSDGs Joint Programme
<b>Type of contract</b>	Service Contract
<b>Location</b>	Bangladesh
<b>Length of the contract</b>	45 days [1 February 2022-31 March 2022]
<b>Start date</b>	1 February 2022
<b>Evaluation Management</b>	UN SDG Joint Programme Task Team of PUNOs (ILO, UNFPA, UNICEF and UN Women)

#### 1.INTRODUCTION:

An UN SDG Joint Programme titled ‘Enhancing social protection for female tea garden workers and their families in Sylhet Division, Bangladesh’ funded by Multi Partner Trust Fund has been implementing in Sylhet Division, Bangladesh. ILO as lead, UNICEF, UNFPA and UN Women are implementing UN agencies with overall coordination and supervision of the Office of the UN Resident Coordinator, Bangladesh. The Ministry of Labour and Employment is the focal for this UN SDG Joint Programme. The implementation of this programme started in January 2020 and continues up to March 2022. A final evaluation of this programme is planned to be carried out from 1 February to 31 March 2022 for a total duration of approximately 30 working days.

This Terms of Reference (ToR) sets out the purpose and objectives, methodological options and operational modalities for an institutional contract with a team of at least two evaluation consultants. Findings and recommendations from this summative evaluation will inform the replication and scale-up of social protection programmes focusing on the tea garden communities in Bangladesh. It will be supervised by the UN SDG Joint Programme Task Team, in collaboration with a focal point from ILO, UNFPA, UNICEF and UN Women.

#### 2.BACKGROUND AND RATIONALE:

Bangladesh is ranked 9<sup>th</sup> globally in terms of exporting tea while being the 10<sup>th</sup> tea producing country in the world. The history of tea plantations in the country dates to 1854 when the first commercial-scale tea garden was set up, bringing in immigrant workers from different parts of India during the British rule to work in the garden. With a total of 159 tea gardens spread over seven districts, the tea gardens employ approximately 100,619 workers who are mainly descendants of the immigrants, of which women constitute almost 50 percent of the working population<sup>1</sup>.

<sup>1</sup> Annual Report 2017 & 2018-Bangladesh Tea Association.

The tea gardens are split between two main tea-growing regions: Sylhet in the northeast, and Chittagong in the south. Due to their ethnic origins, tea workers with their indigenous roots in India were confined to the tea estates in Sylhet and have been living there for generations without the right to own land.

The National Social Security Strategy (NSSS 2025) and its action plan suggested intensifying Government's efforts for 'socially disadvantaged groups', including tea garden workers. While Bangladesh has not ratified the ILO Social Security (Minimum Standards) Convention, 1952 (No. 102), its nine contingencies of social security<sup>2</sup> are reflected in different laws and policies such as in the current NSSS 2015, which identified all elements of ILO nine principal contingencies in the 145 social safety net programmes provided by 23 Ministries/divisions. The Bangladesh Labour Act 2006 (Amendment 2018) has provisions for employment injury, medical care, sickness, maternity and survivors' benefits. Similarly, other relevant laws and policies also address all nine contingencies of social security.

The state is accountable for social protection and for the provision of basic services to the tea garden communities, as it is for people in other areas of the country. One unique feature of the tea industry in Bangladesh is that the entire land granted for production of tea belongs to the Government. Over the years it has leased much of the tea garden land to private entities for a period of 99 years or less for the production of tea in exchange of taxes. As per an agreement signed between the Bangladesh Tea Board, Ministry of Labour and Tea Garden Labour Union, in addition to the wages and rations, the tea garden owners provide basic housing, health, education and WASH services to the population in these areas.

There are permanent and temporary workers with different wages in the tea gardens. The tea garden authorities bear the responsibility for the workers' housing, safe water, sanitation, medical and educational facilities. However, access to entitlement and public services and social safety nets remain an area for further improvement.

The ILO study report on the working conditions of tea garden workers (2016<sup>3</sup>) identified the tea workers as some of the most left behind people in Bangladesh. Especially women and girls face discrimination and inequalities. Due to the limited number of agencies providing services in the tea gardens, there is a dearth of up-to-date and reliable data on the socio-economic condition of the tea workers.

The government has endeavored to address their difficulties in recent years and there is a recognition of need for comprehensive policy measures for tea workers to receive adequate social safety net coverage. Existing systems needs to be strengthened and quality of essential services for everyone living in these areas to be ensured.

Due to age old practices of tea garden communities as well as limited access to mainstream education the communities have fallen into intergenerational cycle of poverty. There are specific challenges for pregnant and lactating tea workers; elderly and people with disabilities and children who are sometimes engaged in the tea gardens as relievers or helpers of their parents.

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<sup>2</sup> The ILO's Social Security (Minimum Standards) Convention, 1952 (No. 102) sets out minimum standards for the level of social security benefits and the conditions under which they are granted. It covers nine principal contingencies of social security, namely medical care, sickness, unemployment, old age, employment injury, family, maternity, invalidity and survivors' benefits. The Social Security Convention reinforces social cohesion and contributes to building social peace, inclusive societies and a fair globalization by ensuring decent living conditions for all.

<sup>3</sup> A study on working conditions of tea plantation workers in Bangladesh conducted by Faisal Ahmmed, PhD and Md. Ismail Hossain PhD for ILO in 2016

This UN SDG Joint Programme seeks to contribute to identify strategies to enhance social protection for tea garden workers and the communities. The proposed evaluation will cover they key population of the tea gardens with special emphasis on the vulnerable groups mentioned.

**a) About the project: Social protection for tea workers**

Social Protection for Tea Workers is a joint programme by the Government of Bangladesh and four UN agencies-ILO, UNICEF, UNFPA and UN Women with overall coordination support from UN Resident Coordinator’s Office. The project targets female tea garden workers and their families in Sylhet Division, one of the most left behind population groups of the country, to strengthen their access to national social protection coverage and local social services, in a more coordinated, empowering, and non-discriminatory environment, ultimately contributing to their right to decent work.

Building on existing Government and private sector efforts and agency programmes, a policy shift is set to be achieved with this partnership-focused initiative, which will work with the Government to progressively strengthen coordination of social safety nets and social services and enhance regulation of service provision by tea garden owners, who perform the function of direct duty bearers for essential social services, notably health and education. On the ground, the women will be more empowered to claim their rights to social protection and development, information and participation, as well as their labor rights.

A combination of upstream policy and legislative advocacy, dialogue and coordination; data generation, analysis and coordination; capacity development for increased system strengthening, service delivery and access, and individual and institutional empowerment and skills training, will also be jointly carried out by partnering agencies ILO, UNICEF, UNFPA and UN Women with substantive support and coordination from the UN Resident Coordinator’s Office.

The programme strategy builds on an analysis of root causes and manifestations of long-standing challenges that partnerships between Government, private tea sector businesses, trade unions and the UN are committed to addressing, with empowered participation especially by the female tea garden workers. The programme should generate synergies that may eventually contribute to a multiplier, upscaling effect on other impoverished groups, including tea garden workers in other parts of the country, notably Chittagong.

**b) Project area and population**



Source: Annual Report 2017 & 2018-Bangladesh Tea Association

## UN JP intervention tea gardens (for regular activities mainly)

The UN JP targeted 25 tea gardens in Sylhet, Habiganj and Moulvibazar for covering the regular interventions. The policy advocacy initiatives, capacity building trainings and workshops particularly for Bangladesh Cha Shramik Union, tea garden authorities/managers and Bangladesh Tea Association covered entire Sylhet division-based tea gardens.

District	Upazilla	Name of Tea Garden
Sylhet	Jaintapur	Habibnagar tea estate
		Lalakhal tea estate
	Sylhet Sadar	Lackatoorah tea estate
		Burjan
Moulavi bazar	MoulvibazarSadar	Moulvi tea estate
		Dauracharara tea garden
	Kamalganj	Madhabpur
	Kulaura	Clivdon tea estate
		Chatlapur tea estate
	Sreemangal	Rajghat tea estate
		Mirzapore tea estate
		MR khan tea estate
		Satgaon tea estate
		Hossainabad
	Juri	Kapnapahar tea estate
		Rotna
		Sonarupa
	Rajnagar	Karimpore tea estate
		Hajinagar tea estate
		Chandbagh Tea estate
		Rajnagar tea estate
	Borolekha	Pallathal
Hobiganj	Chunarughat	Deundi tea estate
		Chandpore tea estate
	Bahubal	Modhupur tea estate
<b>3 Districts</b>	<b>17 Upazilla</b>	<b>25</b>

## Overview of the Joint Programme Results

Outcome: By 2021, tea garden workers and their families, especially women, enjoy increased social protection and access to quality public services, notably health, as well as education and decent work, in a safer and more empowered environment

UN JP Outputs:

Output 1: Government has improved capacity to identify and address the gaps in social protection policies and Bangladesh Labour Act

Output 2: Government and Bangladesh Tea Association have increased capacity to monitor the situation of tea garden workers and their families with primary disaggregated data on maternal and child health, education and skills, child protection, occupational safety, and health, working conditions, collective agreement and empowerment of women and children

Output 3: Public service providers, including government and tea garden owners, have improved capacities to implement services/programmes mandated in the laws and policies to improve living and working conditions of tea plantation workers, especially women and their family members

Output 4: Tea Garden workers and their families, especially women and children, are empowered with increased awareness and knowledge of social protection, human rights, and labour standards to access public services including family planning, child and maternal health and nutrition, education and skills training and child protection services.

Output 5: Tea Garden workers, notably women workers, have increased capacity to negotiate and exercise collective voice to influence policies and hold the Government of Bangladesh and the Bangladesh Tea Association accountable for enhanced integration of tea garden workers in the national social protection system

### **3. Purpose, Objectives, and Scope of the Evaluation:**

The main purpose of this evaluation is to assess the overall performance and short- and long-term effects of the "Joint Programme", considering the Theory of Change and intended transformative results. The findings, conclusions, lessons learned, and recommendations from this evaluation will be utilized for current and future programmatic and policy-related decisions around social protection in marginalized communities.

Primary/key audience/stakeholders:

- Bangladesh Cha Sramik Union including valley and panchayet level
- Bangladesh Tea Association including tea garden managers
- Department of Labour (Moulvibazar, Habiganj and Sylhet)
- Department of Inspections for Factories and Establishment (Moulvibazar, Habiganj and Sylhet)
- Deputy Commissioner's Office in Sylhet, Habiganj & Moulvibazar
- Divisional Commissioner's Office, Sylhet
- Ministry of Labour and Employment

This final evaluation has the following specific objectives:

1. Assess the relevance and coherence of this programme in the tea gardens in Sylhet Division (Sylhet, Moulvibazar, Habiganj) and context, considering the needs assessment, gender-responsive and human rights lens, SDGs, UNDAF, and COVID-19 pandemic, and other national development priorities and frameworks.
2. Assess the progress, quality and fidelity of implementation, including coordination across implementing agencies and assessment of systems for monitoring, risk analysis, and knowledge management
3. Assess the effectiveness and efficiency of the programme, considering differences in and reach across gender, age, disability, and other vulnerabilities.

4. Understand the level of sustainability and scalability for the programme, including systemic change in the tea garden communities, including extent of buy-in, ownership, and participation by the government
5. Identify the programme's strengths, weaknesses, lessons learned, and strategic and operational recommendations for future programming or similar contexts

#### **4. Scope**

This summative evaluation will cover the full life of the "UNSDGs joint programme", implemented from January 2020 through to January 2022 based on agreed evaluation criteria, under the outcomes and outputs set out in the project document. The ToR suggests all activities in three programme districts (Habiganj, Molvibazar and Sylhet), however the Evaluators will decide the number of districts to be covered with justification for selection in terms of field work of the evaluation plan. Based on the evidence and analysis, draw conclusions about the project's overall achievements, highlight areas where further inputs may be needed and make recommendations for future directions. Besides the assessment of the intended effects of the programme, the evaluation also will identify unintended effects of transformative result.

The Evaluators will be required to rigorously appraise the UNJP from multiple perspectives:

1. Performance of the UNJPSP Implementation against the Log-frame and Programme Document.
2. Review of the performance and integration of the programme pillars towards achievement of the overall UNJP objectives through joint programming.
3. Efficiency of the joint programme administration, governance and coordination including reporting; disbursement schedules; coordination meetings between participating UN agencies, coordination with donors and with government; planning; budgeting.
4. Relevance of the programme in terms of the dynamic environment and the crosscutting/mainstreaming of Gender and Disability.
5. Analysis of expenditure/cost effectiveness and sustainability of the programme.

#### **4.1 Evaluation questions:**

The evaluation will be informed by the revised OECD-DAC criteria of relevance, effectiveness, efficiency, coherence, impact, and sustainability. There will be also be an element of gender, equity and human rights assessment, given the vulnerability of the population and the intersectionality present in the tea garden communities. The evaluation will seek to answer, but not limited to, the following question corresponding to the criteria. See the evaluation matrix in the Annex III on how each question relates to the criteria. The bidding team can suggest changes to the evaluability scoring and evaluation questions if the original question is captured and reasoning behind the changes is explained. The contracted evaluation team will finalize the evaluation matrix during the inception phase, including adding columns for indicators (of success), benchmarks, and assumptions.

#### **Relevance:**

1. To what extent were the programme objectives and activities/components logical and relevant with the needs and interests of the tea garden community (males, females, children, families, persons with disabilities, most vulnerable households), consistent with country priorities (7th/8th Five Year Plan, NSSS, UNDAF/UNSDCF, etc.), align with "Leave No One Behind" and other UN principles and relevant international human rights mechanisms (CRC, etc.), strategically optimal for the achievement of the SDGs, and address key assumptions and drivers of change (on the Theory of Change)?
  - a. Were services fully adapted to meet the needs of the most vulnerable households and different groups, in particular people living with disabilities?

2. Were the planned activities informed by consultations with relevant stakeholders and existing or new need assessments or analyses to identify different needs of different stakeholders? Did the programme remain relevant throughout the life course?
  - a. Were there any new/more relevant needs that emerged over the course of the programme implementation, including around adaptations needed for the changing context and vulnerabilities due to COVID-19?

**Coherence:**

3. To what extent were the programme activities/components consistent with country priorities (7th/8th Five Year Plan, NSSS, UNDAF/UNSDCF, etc.), align with “Leave No One Behind” and other UN principles (non-discrimination, gender equality, equity) and relevant international human rights mechanisms (CRC, etc.), and strategically optimal for the achievement of the SDGs?
4. What is the compatibility and coordination of the Joint Programme with other social protection programmes in the country to maximize access, quality, and value add for the tea garden communities?

**Effectiveness:**

5. How effectively were the results achieved, and to what level of quality (analysed by expected results, outputs)?
  - a. Was the integration of joint interventions effectively done? How has the integrated nature of the model impacted the quality and effectiveness of implementation and realization of current results? Consider differences among vulnerable groups and varying demographics (gender, age, ethnicity, ability, etc.).

**Efficiency:**

6. To what extent was the distribution of roles and responsibilities, structural organization, collaboration and contribution among the UN Joint Programme Task Team, concerned govt. departments/ministries, Bangladesh Tea Association, and other key actors involved, clear and working efficiently, in terms of human, financial, and technical resources for the achievement of objectives, programme and results monitoring and management, assurance of accountability, assessment of risk, and resource allocation?

**Gender Equality, Human Rights, and Equity:**

7. To what extent were services provided (types and quality) and results equitably achieved across different groups? (Sex, children/adults, disability, vulnerability status, etc.)?
8. How did the programme integrate a gender and human rights/equity lens into the design and implementation, including gender analysis, indicator and output development, budget, and level of engagement with CSOs and Government? What has been the current effects of that integration?
9. Context analysis integrate gender analysis
10. Gender Equality mainstreamed in proposed outputs
11. Programme output indicators measure changes on gender equality
12. PUNO collaborate and engage with Government on gender equality and the empowerment of women
13. PUNO collaborate and engages with women’s/gender equality CSOs
14. Programme proposes a gender-responsive budget

## **Sustainability:**

15. To what extent are the positive changes resulting from the Joint Programme likely to be sustained, particularly the social protection for female tea garden workers and their families?
  - 16a. What are the major factors affecting and contributing to the sustainability of these changes? How well are national partners (govt. BTA and BCSU) set-up for success in sustaining the results over time?
16. To what extent has the Joint Programme been able to support the beneficiaries (rights holders) and local government and tea garden sector (duty bearers) in developing capacities, establishing mechanisms, and strengthening the enabling environment to ensure buy-in, ownership and durability?
17. To what extent the JP was successful to facilitate deeper connections: linking community people, garden management and GoB line departments across the level and across issues; connecting our JP work locally, nationally, and globally; and linking programme, policy, communications and collaboration with development partners?
18. How the JP employed the social and behavior change strategy to address harmful practices and adoption of appropriate behaviors and care practices including seeking services.

## **6. Suggested Methodology:**

The evaluation will adopt multiple methods to respond to the evaluation objectives and provide answers to the evaluation questions. These will include qualitative approaches and make use of a variety of data gathering methods such as documentary review, individual semi-structured interviews with key informants (stakeholders), focus group discussions, field visits and observations as appropriate.

The evaluation will pay special attention to ensure equity, gender and human rights-based approaches are embedded into the data collection and analysis. It will be also guided by the United Nations Evaluation Group (UNEG) ethical guidelines for evaluation, as well as UNEG Norms and Standards. The evaluation will be transparent, inclusive, and participatory as well as gender and human rights responsive. It will seek and utilize data disaggregated by age, gender, vulnerable groups, etc. to ensure findings are gender reflective and targeted.

The evaluator will review key documents produced during the project both in relation to the quality and quantity of output delivery and management issues. These will include technical research reports, policy brief, progress reports, monitoring reports, workshop/training reports etc.

At the end of the field mission, a stakeholder workshop will be organized by the UND SDG Joint Programme to present the preliminary findings and proposed recommendations.

Based on the desk review, the Evaluation Team is expected to develop the design report and evaluation framework. The evaluation framework will be finalized in consultation with the evaluation reference group (ERG) The design report will be finalized by evaluator before starting the primary data collection. This will allow team members to plan their workload well in advance and will prompt coordination among the team. The draft evaluation report will be shared with a selected group of key stakeholders and a request for comments will be asked within a specified time.

## **Sampling Strategy**

The Evaluation Team will identify suitable sampling strategy to select, interventions to scrutinize, field visits as well as stakeholders to interview. Sampled sites and stakeholders should reflect the full range of interventions under the joint programme in terms of themes and contexts across priority geographic areas of work as well as target groups. The evaluator team will prepare a stakeholder map in discussion with concerned UN agencies which will be used to select key stakeholders. The team will also provide justification for the proposed selection sites and describe well in the methodological approach.

## **Data Collection**

Primary data will be collected through semi-structured interviews and focus group discussions during field site visits as appropriate.

Secondary data will be obtained through documentary of existing literature such as Strategy and Action Plan for National Social Security Strategy (NSSS) of Bangladesh ,2020, National Social Security Strategy of Bangladesh (2015), Action Plan: Implementation of National Social Security Strategy (NSSS) of Bangladesh (2016-2021) (2018), Midterm Progress Review on Implementation of the National Social Security Strategy (2020). In addition, project documents, monitoring data, workplans, progress and financial reports, joint monitoring visits reports, workshop reports, meeting minutes, case study quarterly check and annual report which will complement primary data to conduct triangulation, that is: to verify and cross-check the validity of preliminary findings.

## **Validation mechanisms**

The Evaluation Team will use a variety of methods to ensure the validity of the data collected, including systematic triangulation of data sources and data collection. During the design phase, the evaluation team should also agree on validation mechanisms. These mechanisms are arrangements that enable the verification and validation of the findings to ensure that there are no factual or interpretive errors or missing evidence that could materially change findings.

## **Methods for data analysis**

The evaluators must select the methods for analysing data. By data analysis, it refers to the process of assessing the evaluative information gathered by means of documentary review, interviews, and focus groups. When analysing primary qualitative data, evaluators must use triangulation and validation techniques, as well as evidence-based approaches. The focus of the data analysis process in an evaluation is the identification of evidence. Findings, conclusions, and recommendations to be presented in the final evaluation report must be evidence-based.

Evidence may be based on opinions and perceptions, and on hard data (values of the indicators in the programme results framework). Such evidence should be used to validate the answers to the evaluation questions. Evaluators must link preliminary findings (by evaluation question) with the evidence that supports such findings as well as with the sources of the evidence

## **Stakeholder participation**

An inclusive approach, involving a broad range of partners and stakeholders, will be taken. Communication with stakeholders with respect to its purpose, the criteria applied, and the intended use of the findings will be ensured at all stages of the evaluation. The evaluation team will perform a stakeholder mapping to identify direct and indirect partners (i.e., partners who do not work directly with the joint programme and yet play a key role in a relevant outcome or thematic area in the national context). These stakeholders include representatives from the Government, civil-society

organizations, the private-sector, sister UN organizations, other multilateral organizations, bilateral donors, and most importantly, the beneficiaries of the programme.

**Evaluation audience:**

The evaluation report shall be communicated to all relevant stakeholders including UN Agencies, national and district level stakeholders, government, implementing partners, development partners and beneficiaries.

<b>IDIs/</b>	<ul style="list-style-type: none"> <li>• Tea garden workers category based on male, female (women of reproductive age), ethnicity and size of the garden,</li> <li>• Special focus on the most vulnerable (including adolescent girls and persons with disabilities)</li> </ul>
<b>FGDs</b>	<ul style="list-style-type: none"> <li>• Tea garden workers category based on</li> <li>• Male, female, adolescents, Panchayet Members</li> </ul>
<b>KIIs</b>	<ul style="list-style-type: none"> <li>• BCSU members</li> <li>• BTA</li> <li>• Garden managers</li> <li>• DC, ADC, DOLE, DIFE, MOLE, Civil Surgeon, UPFPO, Gynecologists, District Education Officers, DWA, Social Welfare officers, Youth officers, BBS office at local level, Districts/ Upasana Education Officers, URC Instructor, PTI trainers, Child Affairs Officer, Social Workers</li> <li>• Tea garden medical doctors, Midwife, and paramedic.</li> <li>• Schoolteachers, day care center care givers</li> <li>• NGOs/CSOs working in the Tea gardens</li> <li>• Implementing partners NGOs</li> <li>• National level Government ministries including MOLE, MOSW, MOH&amp;FW</li> <li>• Development partners (MPTF)</li> <li>• UN agencies</li> <li>• HOAs of PUNOs</li> </ul>
<b>Field visit</b>	<p>Visit to key service points in the intervention area:</p> <ul style="list-style-type: none"> <li>• Community clinic</li> <li>• Tea garden health center, ANC/PNC services</li> <li>• Adolescent clubs</li> </ul>

**COVID-19 Considerations:**

The World Health Organization (WHO) declared the COVID-19 a pandemic on 11 March 2020 due to the speed of its spread globally and urged governments to take urgent measures to limit its spread. In response, the Government of Bangladesh has adopted various measures aimed at controlling the spread of the disease for instance observing general holiday, awareness building mask-wearing, distancing, and handwashing along with other initiatives taken by government in collaboration with likeminded NGOs and other relevant stakeholders.

However, at this moment, due to slowing down the Covid situation in Bangladesh, most of the government and non-government agencies are now opening and resume their business. Considering the current situation, it is anticipated that interviews could be conducted in person if the situation remains stable or government doesn't impose any further restriction due to hike of the Covid-19.

### **Quality Assurance and Data Analysis:**

The agency is required to present a quality assurance plan around each methodology, including design, data collection, storage, entry, analysis, and synthesis. The agency will also propose a detailed Data Analysis Plan for the evaluation findings, separately when applicable.

### **Limitations:**

The agency will need to take into consideration and/or provide workable solutions to any identified limitations including the following: COVID-19 conditions may limit the ability of the evaluation agency to interact or collect data equally and ethically from various stakeholders and beneficiaries. However, the evaluation team should include other potential limitations such as disaggregated information if appropriate.

### **6. Norms and Standards Guiding the Evaluation**

This evaluation will be held to the highest standards employed by the United Nations for the conduct of evaluations and research. In all duties carried out under this assignment, it is expected that the winning evaluation team will uphold their obligation toward independence, impartiality, credibility, conflicts of interest, and accountability. This means the winning evaluation will abide by the following:

- [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation in the UN System, 2016](#)
- [Ethical Guidelines for UN Evaluations](#)
- [UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis](#)
- [UNICEF Procedures for Ethical Research Involving Children \(if there will be any proposed\)](#) and sign a code of conduct for evaluations.

### **Reporting Guidelines:**

The inception report should be no more than 20 pages and should adhere to the standards provided to the evaluation team at inception phase. The final report is expected to be no more than 50 pages (excluding Annexes) and to meet the UNEG Evaluation reports standards, including the structure and quality of the report as well as the same for recommendations. The final deliverable's approval will be dependent on the sufficient adherence to these standards. These will be shared with the evaluation team at the inception phase. The final evaluation report should include at least the following components: Executive Summary (maximum 5 pages), Introduction & Background (including evaluand description), Evaluation Purpose and Objectives, Methodology (including limitations), Findings (structured by evaluation criteria), Conclusions (summarized narrative on each criteria and objective), Lessons Learned (broader learnings, beyond the evaluand), and Recommendations (10 max). See Annex III and IV for more checklists around reports.

### **Ethical considerations:**

It is expected that the proposal will include a section on the expected ethical challenges and issues that the evaluation will need to overcome, as well as a description of ethical safeguards for participants

## Gender and Human Rights:

Evaluation approach and data collection and analysis methods will be human rights based, including child rights based and gender sensitive. All data will be disaggregated by sex, age, gender and disability level. The agency/institution/consultant is expected to abide by the [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#), and the UN-SWAP Evaluation Performance Indicator.

## 7. Expected deliverables and time-frame

### Expected deliverables:

- The evaluation team will develop the methodology of the JP evaluation in consultation with UN SDG Joint Programme Task Team members and other relevant stakeholders, if necessary, and will carry out field-level data collection in the project area. The evaluation team will also analyze data, prepare a report of the evaluation, validate the findings/conclusions/lessons learned/recommendations with key stakeholders. The following key components are envisioned from the selected research organization:
- **Stakeholder consultations** with selected UN agencies and key development partners: The evaluation team will share the findings and analysis at least two consultation meetings with selected UN agencies/ development partners, including relevant government ministries and departments, BTA, and BCSU, I/NGOs working for the tea garden population, civil society, and other relevant stakeholders
- Undertake a **desk review** of relevant programme documents, existing literature, data collection protocol, questionnaire protocol, National Social Security Strategy and any other relevant documents as necessary.
- **Design, development and finalization of the evaluation methodology:** In consultation with the four UN agencies along with UNRC office, the evaluation team will be expected to design a methodology best suited to meet evaluation objectives.

Prepare an **inception report** demonstrating understanding of the overall assignment and requirements of the study, data collection, analysis and timelines; main preliminary findings of the literature review; a finalized version of the evaluation methodology including ethical considerations and limitations (with expanded evaluation matrix); an evaluation **implementation plan** with a clear timeline; draft data collection tools; and final report outline (see more guidelines in section below)

- Submit and obtain **ethics approval** from an accredited institutional review board in the country.
- Conduct **briefing and induction meeting** with the four UN agencies task team and UNRC.
- **Train the technical teams and conduct data collection** working in the evaluation, execute and facilitate fieldwork
- **Data analysis and reporting:** The evaluation team will produce a first draft report including recommendations, based on the analysis of the data in close consultation with Joint Programme Task Team.

Develop a summary evaluation report with facts and figures (infographic)

- **Validation of the evaluation findings:** A half-day validation workshop will be organized by the Joint Programme to obtain feedback from relevant stakeholders. The evaluation team will be required to draft the agenda, develop the presentation and present the findings
- Consolidate feedback and submit **final report and other deliverables as required**

Proposed evaluation timeline:

Phase	ACTIVITY	DELIVERABLE	TIME ESTIMATE	RESPONSIBLE
<b>A.</b>	<b>INCEPTION, EVALUABILITY, DOCUMENT REVIEW AND ANALYSIS</b>			
I	<ul style="list-style-type: none"> <li>• Identification of independent international evaluator</li> <li>• Entering contracts and preparation of budgets and logistics</li> </ul>	Contract signing with Independent Evaluator/firm	December 2021	UN JP Task Team
II	<ul style="list-style-type: none"> <li>• Contract signature</li> <li>• Telephone briefing with UN SDG JP Task Team</li> <li>• Desk review of project related documents</li> <li>• Evaluation instrument designed based on desk review</li> <li>• Work plan</li> </ul>	Inception Report with detail methodologies, tools, work plans, meeting minutes	January 2022	UN JP Task Team
<b>B.</b>	<b>DATA COLLECTION</b>			
III	<ul style="list-style-type: none"> <li>• Consultations with four UN agencies</li> <li>• Meeting with UN JP Task Team</li> <li>• Consultations with implementing partners</li> <li>• Consultations with stakeholders in consultation with UN JP TT members</li> <li>• Debriefing and presentation of preliminary findings to UNRCO/PUNOs</li> </ul>	Preliminary Findings sharing with UN JP TT	February 2022	UN JP Task Team and Independent Evaluator/Firm
<b>C.</b>	<b>ANALYSIS, REPORTING AND COMMUNICATION OF RESULTS</b>			

IV	<ul style="list-style-type: none"> <li>Draft evaluation report based on desk review and consultations from field visits</li> </ul>	Draft Report	March 2022	Evaluator
V	<ul style="list-style-type: none"> <li>Circulate draft evaluation report to key stakeholders</li> <li>Consolidate comments of stakeholders and send to evaluation team leader</li> </ul>	Draft Report validation and adjustment inputs	March 2022	UN JP Task Team  Evaluator
VI	<ul style="list-style-type: none"> <li>Finalize the report including explanations on if comments were not included</li> </ul>	Final draft report	March 2022	Evaluator
VII	<ul style="list-style-type: none"> <li>Submit the draft final evaluation report to regional office for review</li> </ul>	Final report	March 2022	Evaluator

## 8. Management and Coordination

The evaluation will be conducted by an independent Evaluation Team to be recruited by implementing UN agencies. The Evaluation Team will operate under the supervision of the UN SDG Joint Program Task Team, in collaboration with UN Resident Coordinator's Office, Dhaka. They will act as Evaluation Management Team and therefore be responsible for the day-to-day oversight and management of the evaluation and for the management of the evaluation budget.

The Evaluation Management Team will assure the quality and independence of the evaluation and provide quality assurance checking that the evaluation findings and conclusions are relevant, and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response.

UN M&E group will act as reference group of the joint programme evaluation and have the following role:

- providing comments and substantive feedback to ensure the quality – from a technical point of view of the draft and final evaluation reports
- Assisting in identifying internal and external stakeholders to be consulted during the evaluation process
- participating in review meetings organized by the Evaluation Management Team, as required
- playing a key role in learning and knowledge sharing from the evaluation results; and contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response

## 9. Evaluation Consultant's Profile

The evaluation will be conducted through an individual contract. The consultant will be overall responsible for carrying out this final independent evaluation. Additional researchers/enumerators can be considered by the bidders to conduct the data collection.

The evaluator (National) should bring the following competences:

- Have extensive evaluation experience (at least 10 years) with an excellent understanding of evaluation principles and methodologies, including evaluability, capacity in an array of qualitative and quantitative evaluation methods, and UNEG Norms and Standards.
- Have extensive experience on social protection interventions – planning, implementing, managing or M&E.
- Have an advanced university degree (Master or higher) in economics, social policy, international development, public policy, public administration, or similar, including sound knowledge of social protection, familiarity with human rights.
- Bringing a strong commitment to delivering timely and high-quality results, i.e., credible evaluations that are used for improving strategic decisions.
- Have specific evaluation experience of social protection is essential, as well as a strong mixed-method evaluation background; previous experience in conducting Gender responsive developmental evaluation is considered an asset.
- Previous work experience in Tea Garden context and cultural dynamics of Bangladesh to be considered as an asset.
- The consultant must be committed and willing to work independently, with limited regular supervision; s/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, concern for accuracy and quality.
- S/he must have the ability to concisely and clearly express ideas and concepts in written and oral form as well as the ability to communicate with various stakeholders in English

The Team Member will play a key role in data collection, analysis and presentation, and preparation of the debriefings, and will make significant contributions to the writing of the main evaluation report.

#### 10. Payment Schedule and contract modality:

The ILO, UNICEF, UNFPA and UN Women of the UN SDG Joint Programme will arrange the payment and contract to the selected independent consultant. The cost of the consultant will be equally shared as per the agreed budget allocation. There will be four separate contracts on the onset with the selected individual to carry out the final independent evaluation. Each UN agency will process the individual contract with the agreed ToR (following the UN JP TT meeting resolution). ILO will lead and coordinate for ToR advertisement and recruitment process with overall support from the UNICEF, UNFPA, UN Women including UNRCO will be integrated part of the hiring process of the consultant. Each UN agency will arrange the payment based on the deliverables set in the ToR. The UN SDG Joint Task Team members will coordinate this payment and contract modality.

DELIVERABLE	ACTIVITY	TIME ESTIMATE	Agency
<b>Inception Report</b>	<ul style="list-style-type: none"> <li>• Contract signature</li> <li>• Briefing with UN SDG JP Task Team</li> <li>• Desk review of project related documents</li> <li>• Evaluation instrument (detail methodologies, tools)</li> <li>• Meeting minutes</li> <li>• Work plan</li> <li>• Final Inception Report (proposed structure attached)</li> </ul>	5 <sup>th</sup> February 2022	UNICEF

<b>Preliminary Findings report (maximum 10 -12 pages). Annex can be added as relevant</b>	<ul style="list-style-type: none"> <li>• Consultations with four UN agencies</li> <li>• Meeting with UN JP Task Team</li> <li>• Consultations with implementing partners</li> <li>• Consultations with stakeholders in consultation with UN JP TT members</li> <li>• Debriefing and presentation of preliminary findings to UNRCO/PUNOs</li> </ul>	28 <sup>th</sup> February 2022	ILO
<b>Draft evaluation Report</b>	<ul style="list-style-type: none"> <li>• Draft evaluation report based on desk review and consultations from field visits</li> </ul>	15 <sup>th</sup> March 2022	UNWOMEN
<b>Final evaluation report</b>	<ul style="list-style-type: none"> <li>• Circulate draft evaluation report to key stakeholders</li> <li>• Consolidate comments of stakeholders</li> <li>• Finalize the report including explanations on if comments were not included</li> <li>• PowerPoint presentation and all other relevant documents to be submitted with the final report</li> </ul>	31 <sup>st</sup> March 2022	UNFPA

## 11. Application Process:

Each proposal will be assessed first on its technical merits and subsequently on its price. In making the final decision, UN SDG Joint Task Team will consider both **Technical and Financial Proposals**. The Evaluation Team first reviews the Technical Proposals followed by review of the Financial Proposals of the technically compliant firms. The proposal obtaining the highest overall score after adding the scores for the Technical and Financial Proposals together, that offers the best value for money, will be recommended for award of the contract.

- a) Application Letter
- b) CV, PHF (P11)
- c) Financial proposal which shall specify a total lump sum amount based on deliverables
- d) **Relevant References** of the proposer (past and on-going assignments) in the past five years. UN SDG Joint Team may contact references persons for feedback on services provided by the proposers.
- e) **Samples or Links to Samples of Previous Relevant Work** listed as reference of the proposer (at least three), on which the proposed key personnel directly and actively contributed or authored.
- f) **Methodology**. It should minimize repeating what is stated in the ToR.
- g) **Work Plan**, which will include as a minimum requirement the following:

- General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
- Detailed timetable by activity (it must be consistent with the general work plan and the Financial Proposal).

Please note that the duration of the assignment will be from 1 February 2022 to 31 March 2022 and it is foreseen that the Evaluation Team will devote roughly 45 working days of their time to the evaluation. The presence of a conflict of interest of any kind will automatically disqualify prospective candidates from consideration.

**The Financial Proposal should include but not be limited to the following:**

- a) Resource Costs: Daily rate multiplied by number of days of the experts involved in the evaluation including the cost for monthly data collection for the light household’s survey.
- b) Conference or Workshop Costs (if any)
- c) Travel Costs:
- d) Meeting/workshop/data collection related costs
- e) Any Other Costs (if any)

Bidders are required to estimate travel costs in the Financial Proposal. Please note that: i) travel costs shall be calculated based on economy class fare regardless of the length of travel; ii) costs for accommodation, meals and incidentals; and (iii) Meeting/workshop/data collection related costs.

10. Evaluation Weighting Criteria

Proposals will be evaluated against two elements: technical and financial. The ratio between the technical and financial criteria depends on the relative importance of one component to the other. Cumulative Analysis will be used to evaluate and award proposals. The evaluation criteria associated with this ToR is split between technical and financial as follows:

- Weightage for Technical Proposal = 70%
- Weightage for Financial Proposal = 30%
- Total Score = 100%

**a. Technical Proposal:**

The Technical Proposal should address all aspects and criteria outlined in this Request for Proposal. **Table 2: Evaluation of Technical Proposal**

<b>The Technical Proposals will be evaluated against the following:</b>		
<b>REF</b>	<b>CATEGORY</b>	<b>POINTS</b>
1	<b>Overall response:</b> <ul style="list-style-type: none"> <li>• Completeness of response</li> <li>• Overall concord between the ToR requirements and proposal</li> </ul>	2 3
2	<b>Company/key personnel/individual consultant:</b> <ul style="list-style-type: none"> <li>• Range and depth of experience with similar projects</li> <li>• Samples of previous work</li> <li>• References</li> <li>• Key personnel: relevant experience and qualifications of the proposed team for the assignment.</li> </ul>	8 5 5 14

3	Proposed methodology and approach (qualitative including limitations, ethical considerations, and quality assurance:	20 13
<b>Total Technical</b>		<b>70</b>
<b>Only proposals which receive a minimum of 60 points will be considered further.</b>		

## b. Financial Proposal

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited individual which obtain the threshold points in the evaluation of the technical component.

All other price proposals will receive points in inverse proportion to the lowest price, e.g.,

**Max. score for price proposal \* Price of lowest priced proposal Score for price proposal X  
=Price of proposal X**

## C. Recommended presentation of proposal

Interested individuals must submit the following documents/information:

- **Personal CV**, indicating all past experience from similar assignments, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- **One page concept note on the assigned task**, specifying the methodology to conduct the study and draft capacity building plan, candidate's qualifications and relevant experiences, and preferably attach sample(s) of accredited publication(s), if any;
- **Financial proposal**, specifying the professional fees for this assignment. The proposal is to be submitted through the attached standard template (ANNEX – II);
- **Copy of a recent contract** to be submitted as an evidence of daily fees offered to the candidate for similar assignment by other agency (preferably by any UN agency, institution, Multilateral Development Bank, or bilateral donors).
- **Evidence of relevant publications or reports**

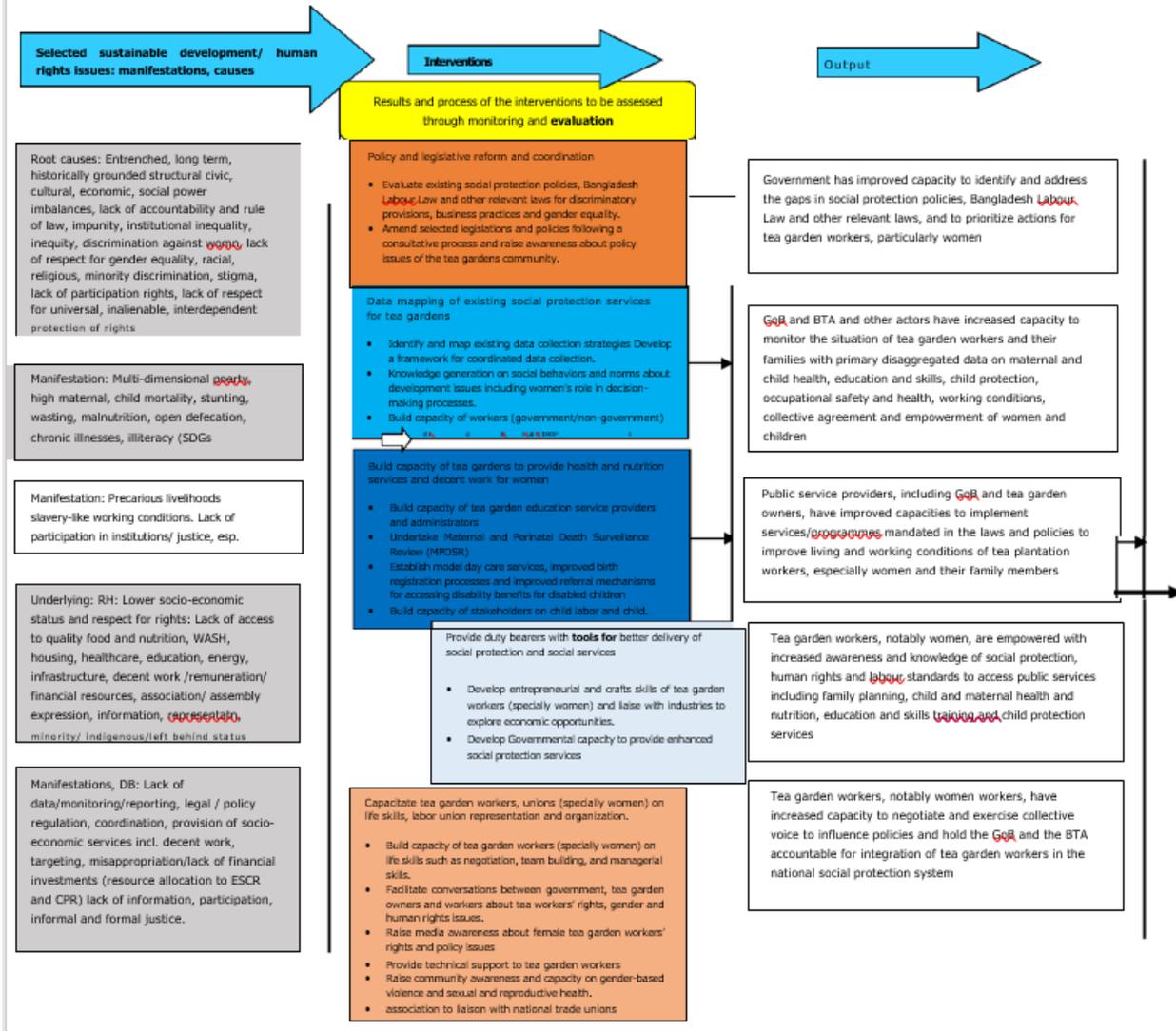
The ILO promotes equal opportunities for women and men to obtain decent and productive employment in conditions of freedom, equity, security and human dignity.

The proposer must submit the Technical and Financial Proposals in separate sealed envelopes mentioning 'Technical Proposal' and Financial Proposal' on the top of the respective envelopes. Both the sealed envelopes will be put in one big envelope mentioning the following subject: **To conduct a summative evaluation of the UN SDG joint programme titled "Enhancing social protection for female tea garden workers and their families in Sylhet Division, Bangladesh.** *Proposers who shall not submit these documents shall not be considered for further evaluation.*

The proposals in hard copy and soft copy (chicham@ilo.org) with a cover letter to be submitted by 20 January by 4.30 pm (Bangladesh Standard Time) to:

National Programme Coordinator  
SDG Joint Programme for Tea Gardens  
ILO Office  
IDB Bhaban, Ground Floor  
E/8-A, Begum Rokeya Sharani, Sher-e-Bangla Nagar, Agargaon, Dhaka-120

## Annex I. Theory of Change graphic



## Annex II: Joint programme full description with the implications of each participating agency

The programme is structured around five pillars (outputs) under one come as follows:

**Outcome:** By 2021, tea garden workers and their families, especially women, enjoy increased social protection and access to quality public services, notably health, as well as education and decent work, in a safer and more empowered environment.

Output 1 **Capacity for Policy and Legislative Reform** (Under the responsibility of ILO): Government has improved capacity to identify and address the gaps in social protection policies, Bangladesh Labour Law and other relevant laws, and to prioritize actions for teagarden workers, particularly women and children.

Output 2 **Capacity for Data and Analysis** (Under the responsibility of UNFPA):

Government and Bangladesh Tea Association and other actors have increased capacity to monitor the situation of tea garden workers and their families with primary disaggregated data on maternal and child health, education and skills, child protection, occupational safety and health, working conditions, collective agreement and empowerment of women and children

Output 3 Capacity of Duty-bearers for Service Delivery (Under the responsibility of UNICEF ):

Public service providers, including Government and tea garden owners have improved capacities to strengthen systems and implement services/programmes mandated in the laws and policies to improve living and working conditions of tea plantation workers, especially women and their family members.

Output 4 **Capacity of Rights-holders to Access Services** (Under the responsibility of UNFPA ):

Tea garden workers and their families, especially women and children, are empowered with increased awareness and knowledge of social protection, human rights, and labour standards to access public services including family planning, child and maternal health and nutrition, education and skills training, and child protection services.

Output 5: **Capacity of Rights-holders to claim Accountability and Women's and girls' rights**

(Under the responsibility of UN Women): Tea garden workers, notably women workers, have increased capacity to negotiate and exercise collective voice to influence policies and hold the Government of Bangladesh and the Bangladesh Tea Association accountable for enhanced integration of tea garden workers in the national social protection system.

Annex III: **Guiding questions on Persons with Disabilities - to be included in the text of the ToR or its annex:**

- To what extent did the program target persons with disabilities?
  - Not specifically targeted
  - One of the groups of direct beneficiaries targeted
  - Main target group for the program
- To what extent did the design and implementation of activities of the joint program supported include disability-related accessibility and non-discrimination requirement?
  - No requirements
  - General reference
  - Specific requirements
- To what extent have persons with disabilities, in particular children and women with disabilities, been consulted through their representative organizations?
  - Not invited
  - Invited
  - Specific outreach
- To what extent did support to data collection and analysis, registries, and information system feature disability?
  - No reference to disability
  - Disability included via Washington group short set or similar but no analysis
  - Disability included via Washington group short set or similar
    - Part of general analysis
    - with specific analysis
- To which extent did the program contribute to support inclusion of persons with disabilities via:
  - Ensuring basic income security
  - Coverage of health care costs, including rehabilitation and assistive devices
  - Coverage of disability-related costs, including community support services
  - Facilitate access to inclusive early childhood development, education, and work/livelihood

**ANNEX-II**

**BREAKDOWN OF COSTS  
SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**

**A. Breakdown of Cost by Components:**

<b>Cost Components</b>	<b>Unit Cost in BDT</b>	<b>Quantity</b>	<b>Total Rate for the Contract Duration</b>
<b>I. Personnel Costs</b>			
Professional Fees		45 working days	
<b>II. Duty Travel</b>			
Round Trip Airfares (Domestic Airfare)			
Living Allowance (outside Dhaka)			
III. Meeting/workshop/data collection related costs			
<b>Grand Total</b>			

Annex III. **Evaluation Matrix**

<b>Evaluation Criteria</b>	<b>Evaluation Question</b>	<b>Source(s) of Data</b>	<b>Method of Collection</b>	<b>Evaluability Assessment (Low-Med-High)</b>
<i>Relevance</i>	1.To what extent were the programme objectives and activities/components logical and relevant with the needs and interests of the tea garden community (males, females, children, families, persons with disabilities, most vulnerable households), consistent with country priorities (7 <sup>th</sup> /8 <sup>th</sup> Five Year Plan, NSSS, UNDAF/UNSDCF, etc.), align with “Leave No One Behind” and other UN principles and relevant international human rights mechanisms (CRC, etc.), strategically optimal for the achievement of the SDGs, and address key assumptions and drivers of change (on the Theory of Change)?			
	1a.Were services fully adapted to meet the needs of the most vulnerable households and different groups, in particular people living with disabilities?			
	2. Were the planned activities informed by consultations with relevant stakeholders and existing or new need assessments or analysis to identify different needs of different stakeholders? Did the programme remain relevant throughout the life course?			
	2a.Were there any new/more relevant needs that emerged over the course of the programme implementation, including around adaptations needed for the changing context and vulnerabilities due to COVID-19?			
<i>Coherence</i>	3.To what extent were the programme activities/components consistent with country priorities (7 <sup>th</sup> /8 <sup>th</sup> Five Year Plan, NSSS, UNDAF/UNSDCF, etc.), align with “Leave No One Behind” and other UN principles (non-discrimination, gender equality, equity) and relevant international human rights mechanisms (CRC, etc.), and strategically optimal for the achievement of the SDGs?			
	4.What is the compatibility and coordination of the Joint Programme with other social protection programmes in the country in order to maximize access, quality, and value add for the tea garden communities?			
<i>Effectiveness</i>	5. How effectively were the results achieved, and to what level of quality (analysed by expected results, outputs)?			

<i>Effective-ness</i>	5a. Was the integration of joint interventions effectively done? How has the integrated nature of the model impacted the quality and effectiveness of implementation and realization of current results? Consider differences among vulnerable groups and varying demographics (gender, age, ethnicity, ability, etc.).			
<i>Efficiency</i>	6a. To what extent was the distribution of roles and responsibilities, structural organization, collaboration and contribution among the UN Joint Programme Task Team, concerned ministries, and other key actors involved, clear and working efficiently, in terms of human, financial, and technical resources for the achievement of objectives, programme and results monitoring and management, assurance of accountability, assessment of risk, and resource allocation?			
<i>Gender Equality, Human Rights, and Equity:</i>	7. To what extent were services provided (types and quality) and results equitably achieved across different groups? (sex, children/adults, disability, vulnerability status, etc.)?			
	8. How did the programme integrate a gender and human rights/equity lens into the design and implementation, including gender analysis, indicator and output development, budget, and level of engagement with CSOs and Government? What has been the current effects of that integration?			
	9. Context analysis integrate gender analysis			
	10. Gender Equality mainstreamed in proposed outputs			
	11. Programme output indicators measure changes on gender equality			
	12. PUNO collaborate and engage with Government on gender equality and the empowerment of women			
	13. PUNO collaborate and engages with women's/gender equality CSOs			
	14. Programme proposes a gender-responsive budget			

<i>Sustain-ability</i>	14. To what extent are the positive changes resulting from the Joint Programme likely to be sustained, particularly the social protection for female tea garden workers and their families?			
	15. What are the major factors affecting and contributing to the sustainability of these changes? How well are national partners (BCSU, BTA, BTB, MOLE) set-up for success in sustaining the results over time?			
	16. To what extent has the Joint Programme been able to support the beneficiaries (rights holders) and local government and tea garden sector (duty bearers) in developing capacities, establishing mechanisms, and strengthening the enabling environment to ensure buy-in, ownership and durability?			
	17. To what extent the JP was successful to facilitate deeper connections: linking community people, garden management and GoB line departments across the level and across issues; connecting our JP work locally, nationally and globally; and linking programme, policy, communications and collaboration with development partners?			
	18. How the JP employed the social and behavior change strategy to address harmful practices and adoption of appropriate behaviors and care practices including seeking services.			