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Mid-term evaluation Consultant/ consulting firm Terms of reference (ToR)

Date: July 14, 2021

From: The Asia Foundation, Director – Md. Sadat S Shibli

Country: Bangladesh

Location: Selected locations in Sylhet, Rajshahi, and Chattogram

Tentative initiation date: 10.08.2021

Duration of the field mission: 30 days max.

Time dedicated to the desk review and to the writing of the report: to be defined with the consultant

- 1. Introduction:** The Asia Foundation is seeking an external consultant for the Mid-term Evaluation (MTE) of its 3-year program “Police Engagement Approach for Countering Extremism in Bangladesh (PEACE)”. This MTE will focus on a formative evaluation of all specific components of the program encompassing all objectives after 18 months of implementation. The evaluation and program background are detailed in the following sections.
- 2. Project Background:** The Asia Foundation (the Foundation) is implementing a 3-year project focusing on community policing to counter extremism. The goal of the project is to work collaboratively with law enforcement agencies to carry out Counter Terrorism (CT) efforts that effectively engage citizens in awareness raising, information sharing, and prevention initiatives through the community policing approach. The project is working in collaboration with local partners Songshoptaque, Manab Kallyan Parished (MKP), and IDEA in three target divisions of Chittagong, Rajshahi, and Sylhet, respectively.
- 3. Mid-term Evaluation Background:** The Asia Foundation started the PEACE program in December 2019 aiming to revive the existing community police forum (CPF) activities and strengthen CPF communication and cooperation with law enforcement officials through relationship building and information gathering and sharing at the community level. To fulfill this purpose, with the support from its local partners (Songshoptaque, MKP and IDEA), The Asia Foundation collaborates with diverse groups of community members, CPFs (Community Policing Forums), Police officials, other government, and relevant stakeholders to fulfill the following objectives.
 - A. Develop proactive community policing strategies for relevant law enforcement officials in Chittagong, Rajshahi, and Sylhet
 - B. Draft, validate, and assist with the institutionalization of SOPs (standard operating procedures) and implementing guidelines associated with each community policing strategy.



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- C. Design and deliver training and technical assistance to relevant law enforcement and CT stakeholders on developed community policing strategies and good practices.
- D. Develop a methodical and data-driven approach to assess beneficiaries' abilities to successfully apply good practices and knowledge gained.

4. General objectives and scope of the Mid-term Evaluation

Objective: To make an independent assessment, as systematic and objective as possible, of the above-mentioned program, its design, implementation, and results.

The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact, and sustainability. The evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of TAF (The Asia Foundation).

5. Specific objectives of the Mid-term Evaluation

The purpose of this MTE is to provide an independent assessment of the program to improve program implementation and making necessary course corrections. The evaluation will assess relevance, effectiveness, impact, and sustainability of the program within the country context of the Bangladesh and implementation efforts by TAF and its project partners.

The MTE report will also be used in providing information for the remaining phase of implementation of the PEACE project in Bangladesh until 2022.

More specifically, the objectives of the MTE will be to assess:

- Progress made toward the achievement of the expected results and performance after 18 months of implementation (from December 2019 to June 2021).
- Relevance of the program strategies and design in the context of raising awareness about and establishing checkpoints against extremism and rising violent extremism in the context of the selected locations in Bangladesh
- Progress made by the program in establishing a solid communication and trusting mechanism between community members and CPF; CPF and police authorities and Police authorities and community members.
- Effectiveness of the message distributed, action plans taken, implemented in the operational area.
- Impact and reach of the good practice lessons, monthly meeting, follow-up meeting, Issue based Public-Panel discussion, Ask your Local Police initiative.
- Potential risks of the program considering the ongoing pandemic situation and evolving context of the working locations
- Recommend adjustments (if any), to program strategies and directions, for the remainder of the program and sustainability afterwards.

Specific project objectives and expected results are outlined below:

Specific objective 1: Develop proactive community policing strategies for relevant law enforcement officials in Chittagong, Rajshahi, and Sylhet

Expected result 1.1. Improve citizen engagement on CT through promotion of intelligence-led community policing activities.

Expected result 1.2. Enhance information gathering and sharing across police and GoB agencies working on CT.



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Expected result 1.3. Support the police to engage community leaders and members in raising public awareness on CT.

Specific objective 2: Draft, validate, and assist with the institutionalization of SOPs and implementing guidelines associated with each community policing strategy.

Expected result 2.1. Revitalize the mandate for community policing in GoB's national CT strategy.

Expected result 2.2. Sensitize local leaders and citizens to promote CT based on the new institutional directives and guidelines.

Expected result 2.3. Support the police to facilitate quarterly national policy dialogues on CT through community policing.

Specific objective 3: Design and deliver training and technical assistance to relevant law enforcement and CT stakeholders on developed community policing strategies and good practices

Expected result 3.1 Develop and pilot test curriculum for training on community policing for CVE (Countering Violent Extremism).

Expected result 3.2. Develop a cadre of master trainers to conduct training on community policing for CVE.

Expected result 3.3. Support master trainers to train mid-level officers in community policing for CVE.

Specific objective 4: Develop a methodical and data-driven approach to assess beneficiaries' abilities to successfully apply good practices and knowledge gained.

Expected result 4.1. Employ a collaboration, learning, and adaptation-based approach to assess evidence-based implementation of CT activities by beneficiaries.

5. Scope of work of the evaluation

The MTE will look at the following criteria.

- **Relevance** will look at the planning, design, implementation, and coherence of the program of The Asia Foundation to Bangladesh's development concerns. The MTE will make suggestions on improvement of the program design to achieve the results from the perspective qualitative outcome for its targeted audience and operational partners I.e. CPFs, Police, Partner Staff, Community people etc.
- **Effectiveness** will examine factors contributing to achievement of the results in time in both qualitative and quantitative spectrum where possible. The MTE should also examine TAF's coordination role and look at the level of ownership among the stakeholders in the program. Any lessons learnt at this stage of the program should be identified by the MTE.
- **Sustainability** will look at the aspects of the program which is contributing to the continuation of the results and lessons of the program after its completion. Suggestions on further activities to improve sustainability of the program can be made.



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The MTE should be able to answer (but are not limited to) the following questions:

Criteria	Questions
Relevance	<ol style="list-style-type: none">i. Were the objectives of the program clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (Including human resources)?ii. Are there any related aspects which should be considered to make the program more relevant to the current and future needs of Bangladesh?iii. How appropriate and useful are the indicators described in the program document for monitoring and measuring results?iv. If necessary, how should they be modified to be more useful? Are the means of verifications for the indicators appropriate?v. Was the strategy for sustainability of impact defined clearly at the design stage of the program? If yes how? and was the methodology / approach taken appropriate to the context.
Effectiveness	<ol style="list-style-type: none">i. Are The Asia Foundation and its 3 partners on track to achieve expected results on time? To what extent has the program contributed to the results (catalytic role, etc.)?ii. How have stakeholders been involved in program implementation and assess the level of ownership of the program among the stakeholders?iii. Assess the effectiveness of the activities implemented by partner institutions And their contribution to the immediate objectives of the program.iv. Assess the lessons learned from these partnerships to date and the possibilities to replicate them.v. Is the program on track to developing and building capacities of partners on planning for reconstruction and development activities?vi. How effective is the collaboration with other participating organizations/associations? And what has been the added value of this collaboration?vii. How did factors outside of the control of the program affect program implementation and program objectives and how did the program deal with these external factors?viii. Are there any and what alternatives strategies would be more effective in achieving its objectives?
Sustainability	<ol style="list-style-type: none">i. Assess to what extent a phasing-out strategy has been defined and what steps have been taken to ensure program sustainability.ii. Are the project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partner maintain them financially at the end of the program? Can the program approach or results be replicated or scaled up by national partner? What support would be needed for their replication and scaling up?iii.



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6. MTE methods and process

Overall evaluation approach and data collection methods proposed but not limited to:

- Preparation phase: Secondary data review, briefing with TAF personnel at Bangladesh country office, reviewing project proposal and activity guidelines, writing an inception report for evaluation stating the sources of information, tools for collection. The methodological proposition of evaluation must allow a mutual understanding between the TAF team and the consultant, regarding the objectives, scope, time and expected results of the evaluation.
- Field phase (Dhaka, Chattogram, Sylhet and Rajshahi): Meeting key stakeholders, especially local authorities, beneficiaries, and other relevant people (from Community Policing Forums (CPF) members, Bangladesh Police, Community people, project staffs and local leaders) using evaluation methods.
- Analysis and debriefing phase: The results and preliminary conclusions will be presented to the TAF teams and partners at field level. A debriefing in the capital will be organized to discuss the results and the recommendations.

7. Deliverables

All deliverables are to be submitted to Chief of Party (CoP), PEACE project, The Asia Foundation in Bangladesh in English.

Deliverables include:

- An inception report, to be submitted one week after the beginning of the evaluation, explaining the methodology, Data collection methodology, Sampling sizes and strategies, work plan and timetable for the evaluation.
 - A set of data collection tools, including questionnaires (both quantitative and qualitative) for evaluation.
- A final report to be submitted at the end of the evaluation with a maximum extension of 50 pages excluding annexes. The final evaluation report will be structured as follows:

Table of contents

Acronyms

Executive summary (2-3 pages)

- Overview of the program
- Evaluation objectives and intended users
- Methodology



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- Most important findings and conclusions
- Main recommendations

I. Introduction (1-2 pages)

- Scope and purpose of the evaluation, intended users, team composition and structure of the report
- Evaluation questions and criteria
- Eventual changes to the initial request (objectives and questions)

II. Methodology (2 pages)

- Description of methods used and rationale
- Description of program theory of change (ToC) (if any)
- Limitations and constraints, potential bias, and mitigations measures
- International standards used as reference for the evaluation

III. Context: Analysis of the context (1,2- 1 pages)

IV. Core sections of the report (10-15 pages) by evaluation criteria and questions. Presentation of the evidence gathered, triangulation and findings

V. Conclusions (2-3 pages) final appreciation on a clear and defensible basis for value judgments. Provide insights pertinent to the intervention that has been evaluated and to the purpose of evaluation.

VI. Recommendations (2-3 pages) (clear, specific and relevant, implementable, linked with conclusions and reflect consultations with stakeholders, presented per priority level, with timeframe and suggestions of where responsibility for follow up should lie.

Annexes

- ToR
- List of groups people interviewed (anonymized), sites visited
- List of documents consulted, and secondary data used (please provide the sources)
- Data collection instruments
- Evaluation matrix
- Power point presentation of the main findings and recommendation

8. Duration and dates

8 weeks, starts from August 10, 2021

9. Profile of the Consultant

An external consultant/ consulting firm will be involved for the particular task.



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Required skills and competencies: Following are the required skills and competencies expected from the selected applicant for conducting this MTE. In the case of an evaluation team, it is expected that the team leader should fulfill all required skills and competencies.

• Education:

- Advanced degree in relevant discipline (e.g. gender, development studies, conflict and peace studies and social studies, sociology, political science, or other relevant disciplines.), PhD preferable.
- Advanced training certification in field-based program evaluation is an asset.

• Professional experience:

- At least 8 years' experience in program evaluation in a development context and proven accomplishment in undertaking evaluations, including leading evaluations of multi-stakeholder programs for reputed development organizations.
- Experience in evaluating CVE/PVE related programs/projects is considered an asset.
- Experience in managing and coordinating research and delivering agreed outputs on time.

• Knowledge and skills:

- Proficient in of monitoring and evaluation tools.
- Solid knowledge of the indicators of assessing social science research
- Knowledge in results-based programming, reporting and evaluation.
- Extensive knowledge of qualitative and quantitative evaluation methods.
- Ability to respond to comments and questions in a timely, appropriate manner
- Ability to write and present high quality, clear, concise reports in English
- Excellent communication and management skills

Important: The evaluator/s must explicitly declare his/her independence from any organizations that have been involved in designing, executing, or advising any aspect of the program of The Asia Foundation that is the subject of the Midterm evaluation. Selection process will ensure that the evaluator/s does not have any relationship with this The Asia Foundation program in present and the evaluator/s is/are willing to travel to and work in the program implementation areas.

He/she will conduct his or her duties in respect of the policies of The Asia Foundation.

Child Safeguarding Policy.

The Asia Foundation expects that its contractors' professional conduct reflects proper behavior in accordance with local culture and traditions. The incumbent assures the moral protection of the name of The Asia Foundation and defends in all circumstances the interests of the movement.

The Asia Foundation intervenes without any affiliation for politics, religion or financial profit. He/she will direct his or her activities and engagements without preoccupation of political, racial or religious affiliation.

Preventing Sexual Exploitation, Abuse and Harassment Policy



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The Asia Foundation expects its contactor/s recognizes the need to maintain the highest ethical and professional standards when working with communities to ensure that power inequalities are not abused or exploited, and the evaluator/s will ensure that their commitment to non-discriminatory and respectful behavior is embedded in all their practices and is communicated to all everyone.

9. Application Procedures and Evaluation Criteria

Applicants are requested to submit applications via email to country.bangladesh.jobs@asiafoundation.org, at the latest by local time in Dhaka 4:00PM on July 31, 2021.

The application should consist of:

1. Technical proposal, that includes the following:
 - a) Firm/consultant(s) Information: Name of the firm/consultant(s), contact information of person responsible for the proposal including email address, postal address, and phone number; web address (if available).
 - b) Relevant Experience: Information on the history of the firm/consultant(s) and its work related to:
 - i. designing and implementing a quantitative questionnaire and analyzing and comparing the results of baseline and quantitative questionnaires.
 - ii. designing and implementing qualitative research, including key informant interviews, group discussions, and in-depth case studies; and
 - iii. integrating and synthesizing into one report the findings and analysis from both the quantitative and qualitative data components.
 - c) Evaluation Plan outlining the overall understanding of the ToR, including:
 - i. Proposed assessment questions.
 - ii. Proposed methodology, including suggested data sources, data collection methods and sampling sizes and procedures
 - iii. Proposed team composition, structure, and staff schedule
 - iv. Data analysis framework
 - v. Work plan with estimated timetable
 - d) CVs of key team members
 - e) Samples of past work addressing i, ii, and iii under 1(b) above.
2. Financial proposal with a budget equivalent to BDT 1118500 that outlines the fees and associated costs in Bangladesh Taka. The firm/consultant(s) must budget for all relevant costs (including Tax/VAT) and provide explanatory notes.



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Criteria for Evaluating Proposals	Weight
Technical soundness of proposed approach	35%
Proven experience in past five years and qualifications to undertake the assignment, including quantitative and qualitative data collection, and mixed data integrated analysis.	25%
Proficiency in writing and presenting findings in English	20%
Financial proposal	20%

Application meeting all the requirements will be selected.