



The Asia Foundation

Terms of Reference- Project End Evaluation of Pilot Phases from H&MF's Future Work Collective Impact Initiative in Bangladesh

The Asia Foundation (TAF) seeks the services of a Dhaka-based skilled consultant or consultancy firm to undertake project-end evaluations of the seven projects of implementation partners as part of the pilot phases from H&M Foundation's Future Work Collective Impact Initiative in Bangladesh.

About the organizations

The H&M Foundation (H&MF) is a non-profit global foundation, privately funded by the Stefan Persson family, founders, and main owners of H & M Hennes & Mauritz AB (H&M Group). Its mission is to drive long-lasting positive change and improve living conditions by investing in people, communities, and innovative ideas. Through partnerships with experienced organizations around the globe, the H&M Foundation aims to accelerate the progress needed to reach the UN Sustainable Development Goals by 2030.

The Asia Foundation (The Foundation) is a nonprofit international development organization committed to improving lives across a dynamic and developing Asia for more than 65 years. The Foundation opened its first office in Dhaka in 1954 and has maintained a continuous presence since, working with the government of Bangladesh, civil society, community leaders, and the private sector to promote responsive and accountable governance, broad-based and inclusive economic growth, and basic rights and security.

About the program

H&MF is planning to launch a 3–6-year project in Bangladesh to equip female textile workers for an automated and digitized future work environment. The project aims to address the challenges and opportunities brought about by the 4th Industrial Revolution, where increased mechanization and use of digital technology will create an adverse situation in the RMG sector as millions of unskilled Bangladeshis risk to be laid off due to a lack of technological skills. There is already a decrease in RMG jobs (4.4 million in 2013 to 3.5 million in 2018) and women will be bearing the brunt of this development since they are disproportionately represented in the most vulnerable, lowest-paid forms of work. Thus, the project aims at increase female employability to prevent livelihood risks for RMG women.

H&MF's vision is to create an Innovation Hub for Future Work interventions through a multi-stakeholder collaborative approach known as the [Collective Impact model](#), in which multiple organizations will be addressing various specific components of female workers' job security through a holistic lens, by looking at all factors influencing their employability and empowerment, from the household/community level to the industry sphere.

To further supplement the design of the 3–6-year project, H&MF is conducting two concurrent pilot phases with 6 implementation partners in Dhaka, Gazipur and Narayanganj. The first phase of this pilot is a short-term **Disaster Relief** effort providing female RMG workers with emergency interventions such as: access to health, WASH, child support, and gender services, to cope with COVID-19. The second phase, known as **Future Work Pilot**, is focused on securing the future of female RMG workers through various skilling interventions, perception change programs to reduce bias against women in supervisory and multi-machine operator roles as well as engaging industry stakeholders with dialogues on innovation and inclusive industry transformations.



The Asia Foundation is serving as a **Project Coordinating Organization (PCO)**, helping to facilitate the project activities of collaborating organizations.

Brief description of Implementing Partners:

Following is a small description of the 7 projects of the implementation partners, highlighting their areas of work and target beneficiary groups.

Disaster Relief Phase:

CARE Bangladesh (Project Duration- May 22, 2020 – May 31, 2021) is providing health and psychosocial services to improve the resilience of around 12000 female RMG workers who have lost their jobs during the pandemic. Their services include health camps and referral services, providing a safe-space to these women and conduction various sessions on gender-based violence with the women and their families.

Save the Children (Project Duration-Jul 1, 2020 – May 31, 2021) is engaging the children of female RMG workers who are now in a vulnerable state since schools have remained closed due to the pandemic. They are engaging 20,000 children in community-wide child groups to discuss topics of child protection and child rights governance, supporting individual children through case management. They are also providing educational interventions on motivation and awareness of online education and parenting to 17,089 parents and their children.

WaterAid Bangladesh (Project Duration- Jun 1, 2020 – May 31, 2021) is promoting hygiene, safety and sanitation in 12 communities and public spaces that female RMG workers frequent. They are renovating and constructing WASH facilities (toilets, showering stations) to benefit 3000 female RMG workers and their communities, installing handwashing stations at public spaces to reach 23000 people, as well as spreading messages of cleanliness and safe usage of water, with distribution of hygiene materials to 25,800 vulnerable women RMG workers and their families.

Future of Work Pilot Phase:

CARE Bangladesh (Project Duration- Dec 16, 2020 – Sep 2021) will be providing soft skills training for 1200 female RMG workers working in 4 partner factories. These activities will include various sessions on communication, leadership etc. for female RMG workers, as well various other workshops for management and supervisors for them to supplement the changes. Furthermore, factory specific changes in HR policy recommendations and capacity building of in-house trainers will also be carried out.

Shimmy Technologies (Project Duration- Feb 25, 2020 – Sep 2021) will be providing the hard skills training. Shimmy develops video game-based skill training that will help 1200 female production workers enhance their skills in 4 partner factories. This will support them in becoming multi-machine operators and digital design workers, preparing them in being eligible and applying for higher-paying roles.

BBC Media Action (Project Duration- Nov 1, 2020 – Sep 2021) will be carrying out a gender norms campaign in 3 factories, intended to improve perceptions and reduce levels of bias among factory owners and executives; increase self-confidence among female garments workers; and foster more supportive attitudes within families. This will be done through a study to assess gender norms with 150 people among



management, workers and families, results of which will lead to media outputs to be disseminated to 350 stakeholders. Indirectly, around 1m people will be reached with media outputs disseminated through various channels.

BRAC Social Innovation Lab (Project Duration- Nov 1, 2020 – Dec 22, 2021) will be engaging 300 RMG sector stakeholders in a Virtual Conference to discuss disruptive Future Work themes and pave a roadmap to ensure inclusive industry adoption of innovative transformation. To initiate this, an Innovation Challenge will identify 6 business innovations that will both positively impact female RMG workers and increase Bangladesh's global RMG sector competitiveness and connect them to partner factories. 130,000 people are expected to be reached through the two project components.

Purpose of the Evaluation

The overall purpose of the project end evaluation is to assess the process and achievement of the 7 projects of the implementation partners, which will in turn be made to draw lessons that will inform the development and design of the larger phase. The evaluation is intended to be forward looking which will effectively provide insights on the nature, extent and where possible, the effect of the activities of the project and reflections of the collaboration approach for the long-term project.

Scope of the Evaluation

The nature of the evaluation will be designed on a project-wise basis. Since there are 7 projects to be evaluated, the consultant/firm will review the relevant project documents, and design their evaluation based around the project documents available for each project (project plan, logical framework, KPI measurement etc.)

The consultant/firm will carry out the following major activities:

- Review of relevant project documents from the implementation partners.
- Design of methodology and research instruments for each evaluation.
- Data collection through proposed research instruments (FGD, KII etc.) through interactions with both partners and beneficiaries in the field.
- Analysis of the collected data.
- Development of individual evaluation reports for each project.
- Development of a comprehensive evaluation report based on the findings of the research activities.

The following evaluation themes can further act a guide for the evaluation design and reports:

- A) Relevance** – Assess design and focus of the project.
 - To what extent did the project achieve its overall objectives?
 - Were the inputs and strategies identified, and were they realistic, appropriate, and adequate to achieve the results?
 - Was the project relevant to the identified needs?

- B) Effectiveness-** Describe the processes and their appropriateness in supporting delivery.
 - Was the project effective in delivering desired/planned results?
 - To what extent did the Project's M&E mechanism contribute to meeting project results?



The Asia Foundation

- How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?
- C) Efficiency – Of Project Implementation**
- Was the process of achieving results efficient? Were the resources effectively utilized?
 - Are the existing project activities suited to efficiently collaborate in the Collective Impact model? (for phase 1) / How efficiently have the projects collaborated with the Collective Impact partners? (for phase 2)
 - Could a different approach have produced better results?
- D) Sustainability/Scaling Up–**
- Will the executed project designs be able to scale up and be sustainable for the long term?
 - To what extent are the projects equipped to bring the Collective Impact model to a much larger group of common beneficiaries during the scaling up of larger phase?
 - Describe key factors that will require attention in order to improve prospects of sustainability of the project in order to scale it up for a longer-term phase.

Responsibility of concerned parties:

Consultant/Firm: The consultant/firm will be responsible for designing the research instruments for the evaluation. They will be responsible for organizing any research activities related to the evaluation, as well as conducting the data collection from implementation partners and beneficiaries on the field. Finally, the consultant/firm will develop the final project end evaluation reports of the implementation partners.

The Asia Foundation: The Foundation will have regular communication with the consultant/firm to oversee the progress and provide project information/ project documents required to accomplish the tasks. It will review the development of the reports and provide any insights on the Collective Impact model. The Foundation will also provide any networking support necessary for completion of the research activities.

Deliverables:

- A detailed work plan outlining the different activities, methods, and responsibilities to be undertaken by the consultant/firm.
- Research instruments developed by the consultant/firm.
- Completed questionnaire and raw data from the research instruments.
- Individual evaluation reports for all projects in the first and second phases.
- One comprehensive evaluation report, consolidating the findings of the evaluation of the 7 collaborating projects.
 - o All reports should at the very least include these main components:
 - Executive summary (3-4 pages) that represents key points of the main sections.
 - Introduction/Background giving a context of the project and report.
 - Insights from review of relevant documents.
 - Evaluation approach, methodology and limitation.
 - Key findings and analysis
 - Conclusion and recommendation.
 - Annexure with list of data collection sources, document reviewed etc.



Qualifications and Work Experience

Qualifications and Work Experience	
Consultant	<ul style="list-style-type: none"> Advanced university degree in international development, statistics, economics, social sciences, or a related field. Experience in conducting assessment/baseline/evaluation studies by using qualitative and quantitative methods, able to triangulate data including methodology and instruments. Strong analytical writing skills. Prior experience in working around the Bangladesh RMG landscape. Good understanding on skill development programs, public health, WASH, and child protection and education. Experienced in data collection, data entry, editing and analysis and report preparation. Ability to work collaboratively with multiple individuals, groups and other stakeholders. Fluent in English and Bangla communication.
Consultancy Firm	<ul style="list-style-type: none"> Dynamic, multi-skilled team with varied educational qualifications and expertise in multiple relevant sectors. Proven experience in conducting assessment/baseline/evaluation studies by using qualitative and quantitative method, able to triangulate data including methodology and instruments. Team members with strong analytical writing skills. Prior experience in working around the Bangladesh RMG landscape. Good understanding on skill development programs, public health, WASH, and child protection and education. Team members with experience in data collection, data entry, editing and analysis and report preparation. Ability to work collaboratively with multiple individuals, groups and other stakeholders.

Timeframe and Major Milestones

The evaluation will be held over the period of June 2021 – January 2022. Following is a breakdown of the major milestones of the evaluation and the respective payment schedule.

Serial no.	Major Milestones	Indicative timeline of completion of milestone	% of total payment to be disbursed
1	<ul style="list-style-type: none"> Submission of evaluation design for phase 1 and 2 Submission of detailed work plan 	Within 1 week of contract signing	15%
2	<ul style="list-style-type: none"> Submission of research instruments (questionnaires and tools) for Phase 1 	Within 1-1.5 months after project ends	35%



	<ul style="list-style-type: none">• Submission of raw data collected from evaluation.• Submission of Evaluation reports for the 3 projects in phase 1.		
3	<ul style="list-style-type: none">• Submission of research instruments (questionnaires and tools) for Phase 2• Submission of raw data collected from evaluation.• Submission of Evaluation reports for the 3 projects in phase 2. (N.B. This does not include BRAC)	Within 1-1.5 months after each respective project ends	35%
4	<ul style="list-style-type: none">• Submission of research instruments (questionnaire and tools) for BRAC project• Submission of raw data collected from evaluation.• Submission of Evaluation reports for BRAC project.• Submission of Consolidated Evaluation Report for all projects.	Within 1-1.5 months after BRAC project ends	15%

Payment Information

The Asia Foundation will pay remuneration directly to the consultant/firm for the above-mentioned tasks. Vat and tax will be deducted at source. All other cost in relation to the completion of the tasks such as field data collection and conveyance, food and other cost associated with field data collection at the time of evaluation will be paid by the consultant/firm.

The consultant/firm will be required to maintain complete financial records of its work on the contract. It is further agreed that the consultant/firm financial records that relate to this survey may be subject to audit at any time by The Asia Foundation.

Application procedure

Interested candidates must submit the following by 1st June 2021:

- A CV of the maximum of 4 pages or a Company and Team profile of 10 pages along with a cover letter of not more than 1 page detailing your experience, suitability and daily rate for the role to country.bangladesh.jobs@asiafoundation.org. Applications that do not meet these page limits and fail to clearly address the suitability of the candidate for this specific position will not be reviewed. We thank all applicants for their interest, however only those making the shortlist will be contacted.



The Asia Foundation

- A **technical proposal (not exceeding 10 pages)** including work plan with methodologies/approach of the evaluation, milestones and deliverables, protocols for data collection and validation.
- A **financial proposal** identifying major cost items inclusive of Tax and VAT amount.

General Terms and Conditions

- Any document, information or data entrusted to or produced by the consultant/firm in connection with this assignment shall be strictly confidential and cannot be used by the consultant/firm for any other purpose without the written consent of The Asia Foundation authority. This provision shall remain valid even after the completion of this assignment.
- The Asia Foundation reserves the right to deduct tax and vat at source as per the country Income Tax Ordinance-1984 (in accordance with last Finance Act amendment).
- The consultant/firm will maintain code of ethics at the time of data collection.

Termination of the Agreement

Either party can terminate this agreement with a written notice within 15 days from the date of signing this agreement. The Asia Foundation reserves the right to unilaterally terminate the contract if: (i) the consultant/firm cannot fulfill any clause of Terms of Reference and (ii) the consultant/firm cannot submit their reports within the specified time.