**ToR for Midline Project Evaluation –Mapped in Bangladesh (MiB)**

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| Title | Midline Evaluation Study of Mapped in Bangladesh (MiB) Project  (formerly known as Digital RMG Factory Mapping in Bangladesh (DRFM-B)) |
| Objective | Midline Evaluation of the project |
| Duration of the assignment | 01 October – 30 November 2019 |
| Deadline for submission of proposals | 12 September, 2019 |

Centre for Entrepreneurship Development (CED) of Brac University started its journey in April 2011 under Brac Business School (BBS), to encourage Bangladeshi entrepreneurs develop and grow their own businesses by engendering entrepreneurial knowledge and skills. The centre works for engaging potential Bangladeshi entrepreneurs in innovative thinking and to impart entrepreneurial knowledge and skills so that they can systematically develop and expand their own businesses.

CED provides a platform for new and existing, whether micro, small, or medium-scale enterprise through skills acquisition activities for the development and management of the enterprise. To understand the enterprise better, CED emphasizes on research that will contribute to entrepreneurial development in Bangladesh, advance education and skill acquisition along this line, and popularize the idea of entrepreneurship.

**Project Rationale**

CED is currently implementing ‘Mapped in Bangladesh’ (MiB) project which is a 4-year research initiative (2017-2021) that aims to map the export-oriented ready-made garment (RMG) factories across all garment-producing districts in Bangladesh. The project is a scale-up of the C&A Foundation-funded pilot project on RMG factory mapping which was focused on collecting RMG data in two sub-districts.

The objective of MiB is to provide accurate, credible and updated RMG factory information to industry stakeholders in a manner that enables greater efficiency, accountability and transparency. This map is a first attempt as a transparency mechanism to support the ready-made garment sector of Bangladesh. Designed and built in Bangladesh, MiB serves as a home-grown tool that further strengthens the country’s significant and thriving RMG industry.

Overall, lack of accurate data in Bangladesh is a challenge, and what information does exist is often inaccurate and incomplete. Existing collections of data on the RMG industry in Bangladesh capture only a portion of factories in the country, most with outdated information. Due to the absence of a comprehensive, credible, and dynamic data archive of producers involved in the apparel industry, debates and misconceptions have arisen based on conjecture and analysis of unauthenticated secondary information.

Major concerns regarding the RMG industry’s complex supply chain, especially indirect sourcing, authentic factory data, infrastructural standards, health and safety compliance, labour practices, working conditions, transparency, accountability, amongst others, have emerged largely after the tragic incidents in the sector. These unfortunate events severely damaged the reputation of “Made in Bangladesh”.

MiB has built strategic partnerships with key public and private governance bodies of the garment sector to collect information from factory owners with greater efficiency and ease. The Project has on-boarded BGMEA and BKMEA, the two largest trade associations in the country, as strategic partners through signing Memorandum of Understandings. MiB has also importantly gained the support of the Department of Inspection for Factories and Establishments (DIFE), a department under the Ministry of Labor and Employment. All strategic partners are dedicated to promoting and facilitating improvements to the export-oriented apparel industry, and are keen to make use of this tool with their respective members and stakeholders.

MiB went online with data from factories located in Dhaka and Gazipur districts. The project has already passed its halfway (i.e. 2 years of operation), and a midline evaluation is to be conducted to assess the progress and impact of the project till date. The midline evaluation also focuses on generating lessons learned and recommendations for the remaining duration of the project.

**Objectives of the Midline Evaluation**

The objective of the midline evaluation is to measure the process, progress, outcome, learning and the achievement of the project in terms of expected results. The midline evaluation will identify the extent to which project activities have so far contributed towards the achievement of desired outcomes (in comparison with the expected KPI as per the project’s Logical Framework Analysis - LFA ), and to draw out and document key lessons learnt as well as to provide a set of recommendations on the strategic direction of the project.

The midline evaluation will review the approach and design implemented or the specific initiative in achieving and/or progress towards outcomes, as well as assess factors (in design and implementation) that have contributed to or impeded achievement of outcomes. The evaluation will also examine the relevance, efficiency, effectiveness, impact, and sustainability of the initiative as per OECD DAC criteria. The midline evaluation should be completed through essential processes of review of all relevant documents.

**Evaluation Questions for Midline Evaluation**

| **Criteria** | **Evaluation Questions** |
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| **Relevance** | 1. How and to what extent is the transparency mechanism (the digital map) developed by the initiative relevant to the RMG industry in Bangladesh? 2. (i) Whether any public or private databases (in any form) of RMG factories in Bangladesh have been introduced in or after 2017?   (ii) What are the purposes of these databases and related information (type of information, accessibility, usability, updating procedures, verification process, funding source etc.)?   1. (i) What is the nature of exporting and subcontracting RMG factories in Bangladesh?   (ii) To what extent MIB Factory criteria are covering different type of RMG factories in the industry?  (iii) How has the nature of subcontracting changed in the RMG industry over the years?   1. How does the project complement other relevant donor-funded and government projects? |
| **Efficiency** | 1. (i) What is the state of the progress of the project implementation – is the project on track to carry out activities as originally planned as per the GANTT Chart?   (ii) Were the targets realistic given the scale of operations?   1. Have the initiative modalities been executed in an efficient manner so far and to what extent are they being executed efficiently? 2. What are the contributions and challenges (hindrance) of the human (technical, programme, etc.), financial and other resources assigned to the initiative? 3. To what extent has the initiative been cost-effective? 4. Has the initiative employed monitoring systems to track outputs and outcomes in a credible, systematic manner? If yes, how? If no, why? 5. (i) What mechanisms (formal or informal) have been put into practice to capture and use results, experiences and lessons (allowing for adaptive management) for internal learning?   (ii) To what extent have the lessons emerging so far informed the design and implementation of the initiative?   1. As per as the project scope, what type of communication and advocacy approaches are required to bridge the knowledge gap of industry stakeholders regarding subcontracting factories and exporting factories of RMG sector in Bangladesh and to reach into a consensus of total number of export-oriented RMG factories in Bangladesh? |
| **Effectiveness and Results** | 1. (i) What are the results of the initiative thus far?   (ii) To what extent did the initiative meet the LFA targets till date?  (iii) Is the initiative on track to meet the results for the remainder of the project?   1. (i) What are the evidence of the initiative’s overall effectiveness, thus far?   (ii) What are the evidence of the initiative’s overall effectiveness with respect to providing industry stakeholders with real time credible RMG factory data through an interactive, online platform, enabling greater accountability and transparency in the sector?   1. (i) How the initiative like Mapped in Bangladesh (MiB) is different than the existing databases of RMG factories in Bangladesh?   (ii) What is the value addition of the initiative?   1. How can MiB contribute to existing knowledge gap on subcontracting factories, exporting factories and other relevant areas of RMG sector in Bangladesh? 2. (i) How different stakeholders (brands and buyers, workers associations, factory owners and others) are using the digital map of Mapped in Bangladesh in terms of decision making?   (ii) What are their suggestions and recommendations regarding the map and its usage?  (iii) How are the factory owners supporting the initiative with the factory data, and their sensitivity about the project?   1. (i) Who are using the map?   (ii) What does the analytics of the map indicate?  (iii) What are the reasons for actors using the map?   1. Has there been any unintended outcomes, either positive or negative? 2. What internal and external factors affect the project’s achievement of intended results? |
| **Sustainability** | 1. (i) What are current themes of funding opportunity in the RMG sector for NGOs, civil societies and academic institutions?   (ii) To what extent the concept and progresses of MiB match with these themes for co-funding?   1. What are the methodological and technical challenges ‘Mapped in Bangladesh’ has faced to ensure the progress of the project, to keep the project on track and to achieve project outcomes? 2. (i) What are the main factors that promoted and/or reduced the sustainability and results of the project?   (ii) To what extent is the project likely to continue after the C&A Foundation funding depletes?  (iii) To what extent will the map be available on an updated basis after the duration of the project?  (iv) What has been the role of the implementing organization of the project and other actors in influencing sustainability?  (v) What has been the role of the project implementing organization in linking with the key players in improving transparency in the RMG industry in Bangladesh?  (vi) To what extent can the initiative be scaled and / or replicated?  (vii) What were the missed opportunities? |

**Methodology**

The consultant/ consulting firm will have to suggest appropriate methodology to address and answer the study questions. It is expected that a predominantly qualitative methodological approach will be employed to ensure that data can be sufficiently triangulated to deliver aggregate qualitative judgement(s) (and quantitative if any); review of the initiative documents (including the baseline and others reports); literature and desk reviews; review of all project documents and tools; field visit; interview of actors; interview of involved key project stakeholders; FGD; KII; and other qualitative tools and methods (if relevant) and research documentation, among other essentials.

**Responsibilities of the Consultancy Firm/ Individual Consultant:**

The specific responsibilities of the consultancy firm/individual consultant include:

* Develop and finalize methodology in consultation with the Project Management;
* Develop proper tools for the study, incorporating feedback from the Project Management;
* Hire and train capable field research team who are experienced in similar types of studies;
* Ensure a transparent, ethical and responsive management system throughout the assignment;
* Analyze data, and present the initial findings;
* Finalize the report, incorporating feedback from the project management; and
* Confidentiality of information: all documents and data collected will be treated as confidential and used solely to facilitate analysis. Interviewees will not be quoted in the reports without their permission.

**Deliverables**

Deliverables of the midline evaluation:

* An inception report with detailed work plan (hard copy and soft copy)
* Data set (field notes, data set, if any and other relevant documents should be submitted)
* Proof of data collection (qualitative analysis, audio, transcripts, consent forms, list of respondents etc)
* Draft Midline Evaluation report (hard copy and soft copy)
* Copies of final report (hard copy and soft copy)
* A summary report (5-6 pages)

**Timeline**

* Inception report should be submitted with ten (10) working days after signing the contract.
* Questionnaire/ Qualitative tools to be shared and finalized within twelve (12) working days after signing the contract.
* Draft report to be submitted by 20 November, 2019.
* Final report along with summary report, data set and proof of data collection (as mentioned above) to be submitted by 30 November 2019.

**Qualification of Consultant:**

The midline evaluation study will be conducted by an experienced consultant from a reputable consultancy firm who will lead a team of qualified field researchers. The consultant/consultancy firm will form a team to collect/restore/map/analyze data on RMG factories, and meet the following requirements:

* Substantial experience in conducting programmatic/ strategic evaluations to a high standard in the region
* Team lead must have a postgraduate level academic background in Social Sciences, Business, Economics or similar;
* Strong understanding and networking of the RMG sector in Bangladesh and advocacy related issues of the development sector of Bangladesh;
* Demonstrated experience in evaluations, field research skills, including research management and implementation;
* Excellent analytic, verbal and written communication skills with meticulous attention to details;
* Professional demeanour and ability to interact successfully with a wide range of individuals, including maintaining positive relations with key stakeholders in the RMG industry, including the Government, BGMEA, BKMEA, and other relevant associations and departments;
* Demonstrated ability to collaborate and work on a team in relevant studies;
* Creative and strategic thinker with strong capacity to execute; and
* No conflict of interest with BracU-CED and C&A Foundation or the C&A company.

**Consultancy Proposal:**

Interested and qualified consultant(s) are requested to submit a proposal to CED, Brac University. The proposal should be divided into two components:

* Technical Component: Clearly demonstrate a thorough understanding of this ToR and including the following:
  + Demonstrate previous experience in coordinating and administering studies of a similar nature, including experience with the implementation of field research activities;
  + Proposed plan for the study including the secondary information collection, data gathering plan, KII plan and mapping, data analysis and report writing;
  + Proposed steps to be taken for translation of transcripts, data collection, spot checking, data entry and management;
  + Team composition and details of their involvement during the study, as applicable.
* Financial Component: must include a detailed breakdown of costs for the study:
  + Itemized consultancy fees/costs;
  + Itemized field data collection expenses;
  + Itemized administrative expenses;
  + Validity period of quotations.

Other mandatory attachments are as follows:

* Curriculum Vitae(s) of all proposed staff outlining relevant experience.
* A copy of two previous report(s) of a research or evaluation undertaken on RMG sector issues.
* Firm profile (if applicable).

**Communications:**

The consultant/consultancy will be required to work closely with the Centre for Entrepreneurship Development (CED), Brac University. The consultant/consultancy firm will be directly accountable to the focal person of CED and keep him/her continually informed on the progress of the assignment.

Interested bidders should submit the technical proposal (including a demo format of midline evaluation report), financial proposals, and other necessary legal documents mentioning subject (**ToR for Midline Project Evaluation – Mapped in Bangladesh (MiB)**) on top of the envelope or e-mail subject line.

Please send the hard copy to: Mr. Md. Mofazzol Karim, Assistant Program Manager, Centre for Entrepreneurship Development (CED), Brac University, Building 07 (Level-13), 43 Mohakhali C/A, Dhaka 1212

or

Send soft copy to: [ced@bracu.ac.bd](mailto:ced@bracu.ac.bd)

Proposal must be submitted by 12 September 2019 COB.

Only short-listed consultants will be called.

For further information on the study, please contact: [ced@bracu.ac.bd](mailto:ced@bracu.ac.bd)

Link to the digital map: [www.mappedinbangladesh.org](http://www.mappedinbangladesh.org)