Request for Submission of Proposal for Program Evaluation

Date of Solicitation: **1, March 2018**

RFP Contact Information:
UNNATI - Organization for Development Education
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Last date for submission of the proposal: 20, March, 2018

Purpose: Request for Proposal (RFP) for conducting an evaluation and deriving learning for the project on 'Strengthening inclusive civic leadership for social accountability and effective service delivery of public programs in Rajasthan and Gujarat, India', a European Union supported project under 'Improving Access to information on Public Schemes in Backward districts of India'.

Dear Sir /Madam,

Unnati - Organization for Development Education invites proposals from interested organizations/ individual experts/ consultants for conducting the project end evaluation study for the above mentioned project in accordance with the terms of reference detailed below:

Terms of Reference
i. Project Background:
Public schemes play an important role in poverty reduction, reducing inequalities and promoting inclusive growth. Poor households can gain substantially both socially and economically, if they are able to access the benefits of public schemes. On the one hand it is dependent on effective implementation of public schemes by a responsive and accountable service delivery mechanism and on the other hand the empowered demand raised by aware citizen. The project covers 15 Gram Panchayat each in Patodi and Sindhri block of Badmer district of Rajasthan and Poshina and Vijaynagar taluka of Sabarkantha district of Gujarat. It is a five-year project started in January 2014. It may be mentioned here that a base-line assessment was conducted in the first year of the project and the end-line assessment will be conducted in parallel with the evaluation study. Annual progress reports are being

generated for the last four years.

ii. About the implementing organization:

Unnati - Organisation for Development Education is a voluntary nonprofit organization registered under the Societies Registration Act (1860) in 1990. It aims to promote social inclusion and democratic governance so that the vulnerable sections of society are empowered to effectively and decisively participate in mainstream development and decision making processes. It is an issue based, strategic educational support organization working in Western India with people's collectives, NGOs, elected representatives in local governance and the government. Collaborative research, public education, advocacy, direct field level mobilization and implementation with multiple stakeholders are the key instruments of work. The interventions span from the grass-root level to policy level environment in ensuring basic rights of citizens. In this, inspiration is drawn from the struggles of the vulnerable and strength from partners. Presently, all the activities are organized around the following program centers: Social inclusion and Empowerment, Governance and Social Accountability and Social Determinants of Disaster Risk Reduction.

Unnati works at the field level in partnership with local civil society and people's organizations. The collective experience, learning and insight enable us to work on knowledge building, training and advocacy. All initiatives are executed in a framework of collaboration and partnership to empower people for demanding their entitlements and enable the service providers, including the government, to deliver in a transparent and accountable manner. For further reference please visit www.unnati.org

iii. Project details:

Overall Objective

The overall objective of the above project is poverty reduction through improved access to public services and institutionalization of inclusive service delivery practices

(It aims to tripling of share of public services to the total household expenditure among 18,000 poor families in 60 panchayats and improved proactive disclosure of services by PRIs in 60 panchayats.)

Specific objectives: Building inclusive civic leadership for demand articulation and social accountability in order to improve access, effective delivery and quality of public programs (health, primary

education, social security and protection).
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(Develop 300 trained citizen leaders from among dalit, tribal, persons with disability and women. Make sustained assertion / demand for quality delivery of services in the areas of health, primary education, social security and protection in 60 panchayats and dalit, tribal, persons with disabilities and women participate in gram sabha and other programatic committees to access their entitlements are the indicators)

Focus Areas: The project focuses on three major public programs - Primary Health Care, Primary Education, Social Security and Social Protection reach the last mile covering dalits, tribals, widows, orphans, elderly and persons with disabilities.

Outcomes / Results:
There are 4 Outcomes or Result Areas.

R1. Inclusive civic leadership is built for demand articulation and social accountability in order to improve access, effective delivery and quality of public programs (health, primary education, social security and protection).
The indicators are:
- 300 trained citizen leaders from among dalit, tribal, persons with disability and women make sustained assertion / demand for quality delivery of services in the three program areas.
- 2000 information disclosure and accountability actions initiated by citizen leaders leading to assertion for improved service delivery in areas of health, primary education and social security and protection.

R2. Good local governance and social accountability practices strengthened through capacity building of Panchayati Raj Institutions (PRIs), gram sabha level participatory planning and proactive disclosure.
The indicators are:
- 60 panchayats practice gram sabah level planning and accountability with inclusive people's participation.
- PRIs practice 240 proactive disclosures through wall writing and through disclosure in the gram sabha leading to number of assertion and contestation by villagers.

R3. Government administration is sensitized to improve proactive disclosure on basic services for effective and inclusive service delivery reaching the last mile.
The indicators are:
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- At least 30 types of government proactive disclosures are improved.
- Government willingness is created at the block and district level for improved proactive disclosure.

R4. Multi stakeholder network developed on education, health and social security for sustained advocacy on policy and operational changes to improve quality and delivery of public services.
The indicators are:
- 60 social accountability practitioners engaged from the background of government officials, academicians, civil society leaders, PRI representatives and activists.
- 10 issue notes posed related to policy and operational guidelines on information disclosure and effective service delivery

Major Activities:
1. Longitudinal participatory monitoring of public services in every sixmonth interval and follow up for effective delivery (5 rounds of each in the four blocks);
2. Capacity building of 300 citizen leaders so that they undertake citizen centric action for access to information and use of RTI;
3. Establish Information Resource Centre at block level to provide information support and take up 500 issues of non-access to services through village visits and 600 issues through Gram Sabha facilitation.
4. Capacity building of 120 PRI representatives in 4 blocks and support for pro-active disclosures;
5. Gram Sabha mobilization and support for planning social accountability and convergence with government schemes in 60 panchayats
6. Conduct State specific studies on proactive disclosure of the schemes item-wise and develop alternate template and format;
7. Prepare information packages in accessible formats and dissemination through multiple mediums including publication of quarterly information bulletin in Hindi and Gujarati;
8. Hold high level consultations and meetings with government for

use of alternate template and proactive disclosure;
9. Conduct state specific Conference on proactive disclosure and Training/ workshop with officials of line department at District level
10. Participation of 20 civil society organisations to promote access to information and improvement of service delivery;
11. Conduct state specific report on the challenges and enabling mechanisms in 'Reaching the last mile' and two state specific conferences with stakeholders.

iv. Key factors to be covered in the evaluation study:
It is specifically suggested to use the EU standard evaluation criteria, i.e.
a) Relevance: The appropriateness of project objectives to the real problems needs and priorities of the intended target groups and beneficiaries that the project is supposed to address and to the physical and policy environment within which it operates.
b) Efficiency: This is concerned with how well the various activities transformed the available resources into the intended outputs in terms of quality, quantity and timeliness.
c) Effectiveness: The contribution made by the project's results to the achievement of the project purpose. It measures the level of achievement of project objectives.
d) Impact: The effect of the project on its wider environment and its contribution to the wider sector objectives summarized in the project's overall objective. It measures the extent to which the benefits received by the target beneficiaries had a wider overall effect on larger numbers of people in the sector or region or in the country as a whole.
- What are the tangible and intangible, direct and indirect impacts of the project?
- How effective is the project in addressing the access to entitlement of public schemes?
- What strategies / approaches worked well in order to realize these impacts?
- Rank and enlist the major impact of these projects and elaborate what are the contributing factors in achieving these impacts?
- Are these projects addressing any cross cutting issues (like gender, disability, etc)? If so, were there any impacts? How have these issues contributed to enhance the impacts on the final beneficiaries?
- What are the salient learning pertaining to impact?
e) Sustainability: The likelihood of a continuation in the stream of

benefits produced by the project after the period of external support has ended. Key factors that impact the likelihood of sustainability include: i) ownership by the beneficiaries; ii) policy support / consistency; iii) appropriate technology; iv) environment; v) socio-cultural issues; vi) gender equity; vii) institutional management capacity; and viii) economic and financial viability

Besides the standard evaluation criteria listed above, the following additional criteria should also be considered for evaluation:
- Are there any demonstrated evidences in sustaining the project interventions?
- If so, what are the factors that contribute to sustainability of the project impacts / interventions?
- What strategies and approaches worked well in order to achieve the sustainability of the project interventions?
- Assess the sustainability from a social, environmental and economic perspective and highlight with examples (evidence) of interventions which are sustained by the project.
- Are there any demonstrated evidences in scaling up / replicating the project interventions and what are the factors that contribute to replicability of the project impacts?
- What are all the salient learning pertaining to sustainability?

Project strategy and approach
- Are there any demonstrated evidences to highlight the **collective action** of Citizen Leaders and Community Based Organisations in making public programs effectively reach the people and tackling the local specific problems? Are there any success stories / learning?
- How effective are the actions of Citizen Leaders and Community Based Organisations in working with PRIs or in mobilising government resources?
- What are all the salient learnings pertaining to the project implementation strategy and approaches in the context of both the states?
- To what extent the strategies and activities undertaken managed to reach the 'last mile delivery of public programmes' and benefit accrued as indicated in the proposal and log-frame.
- Is the community informed about the basic government schemes or their entitlements? What strategies have been used for awareness

generation and initiating demand generation and how effective they are?
- What strategic modifications have been made departing from the proposal while implementation to make the program effective?
- How effective (empowered and informed) are the citizen leaders/ community members in demanding access to government schemes?
- How responsive are the PRI representatives and village level implementing agencies of public schemes in pro actively disclosing the entitlements? To what extent this has been achieved?
- What are the different information packages being used and how effective are they?
- To what extent other CSOs are being enabled in strengthening public service delivery?
- What has been the engagement of the project with various government line departments?
- What are the changes made in the implementation mechanism to make effective reach of the public schemes subsequent to the interventions made in the project?
- To what extent the project has built the sustainability in improved access to public programs.
- If the project has to be implemented again in a similar contextwhat aspect of the strategy, approaches and activitiesneed to be redesigned?

f) Targeting: The target group concerns those who will be directly and positively affected by the project, by its activities and its results.
- Has the project targeted the vulnerable / most marginalised and is inclusive.
- How effective is the project in making inclusive targeting – poor, women, dalis, tribals and persons with disabilities?
- What approaches / strategies do the project use to effectively make inclusive targeting?
- What are the salient learning pertaining to targeting?

g) Visibility: The ability of increasing the awareness about EU among project partners and the final beneficiaries.

h) Gender: The extent to which the project has promoted women's social, economic and political empowerment.

v. Key Deliverables and Reporting:
a. Proposal with clarification of methodology and work plan

The proposal should articulate the methodology of conducting the evaluation study. It should provide a description on how data will be collected, geographical coverage, suggested data collection tools such as questionnaire and interview guidelines as well as a tentative evaluation schedule.

b. Timeline of the activities:
Last date for submission of proposal – 20, March 2018
Confirmation of selection of proposal - 2, April 2018
Starting date of the evaluation – 1, May 2018
Completion date of the evaluation – 1, October 2018
Submission of draft report – 20, August 2018
Submission of the final report: 20, September 2018

c. Final Evaluation Report including an Executive Summary
The report (max. 35 pages excluding annexes) should include the key questions mentioned under section **iv**. However, it may include any other observations, the evaluation team feels as appropriate. The contents shall include:
- Executive summary (max. 2 pages)
- Purpose of the evaluation, objectives and scope
- Methodology (reflection and linking to the Proposal and possible constraint leading to deviations from the Proposal)
- Findings (related to the objectives of the TOR)
- Conclusions
- Recommendations
- Lessons learnt
- Appendices (including TOR, questionnaires, list of interviewees, and bibliography)

vi. Language
All documents should be written in English.

vii. Confidentiality
All documents and data acquired from documents as well as during interviews and meetings during field visits are confidential and to be used solely for the purpose of the evaluation. Interview of partners/ stakeholders may not be quoted in the report without their prior

permission. The information emerging out of the evaluation is confidential and remains at all times in the property of the contracting party.

viii. Budget and Logistics
Offers should include a proposed budget for the complete evaluation. The budget should present:
1. Daily consultancy fees according to the number of expected working days over the entire period. (it is anticipated that the evaluation will last not more than 30 person days of work)
2. It shall also include the upper limit for travel, perdiem including accommodation. (All expenses for travel, board and lodging will be reimbursed on production of actual bills and vouchers. (the contracting agency will be happy to support in booking of hotel and provide local transport)
3. The cost towards secretarial insurance may be included in the budget.
4. The consultants / experts shall cover their own life and non-life insurance during the period of the assignment. The Contracting agency shall not be responsible for any damage, loss, ailment and any other untoward incident during the assignment.
5. The Contracting authority will organize the field travel and discussion with the community and other stakeholders.

ix. Planning / Timeframe
Key dates of the evaluation have to be agreed upon in consultation with the Director, Unnati. Any significant changes to the evaluation timetable must be approved by the contracting parties.

x. Expertise of the Evaluator
It is foreseen that this evaluation will be carried out in a participatory manner by experienced evaluator(s). A gender balanced team is recommended.

The evaluator is required to have:
- Proven experience in evaluating development projects, preferably in the sector of governance and social accountability.
- Experience in multi-methodological evaluation approaches of development projects and preferably participatory-evaluations and analysis.
- Experience in facilitating lessons learnt/learning events in crosscultural

settings.

- Demonstrated good oral and written communication skills
- Language skills: The predominant mode communication including writing will be in English. However, knowledge of Hindi and Gujarati language is an added advantage. (The contracting agency will provide translation facility at the field level meetings and interaction from Hindi to English and Gujarati to English and vice-versa.)

xi. Proposal Submission requirements:

Proposal shall be submitted by 20 March, 2018 at psu_unnati@unnati latest by 6.00 pm IST. The Director, Unnati reserves the right to request additional information from prospective applicants and reject any or all bids that does not meet the specifications, or when considered to be in the best interest of the agency and/or the people it serves.

The following attachments are required with the applicant's proposal:
A. Organizational Profile with contact details
B. Evidence of local registration status
C. CVs of experts (preferably a two-person team with gender balance)
D. Brief of similar evaluation studies conducted in the past
E. Bank details with IFSC code
F. PAN details
G. GST if applicable

xii. Application Evaluation Criteria

A technical review committee comprising of representatives from Unnati Senior Management Team (SMT) and select members of the Project Advisory Committee will review the proposals and make selection for award of the assignment.