Terms of Reference (ToR)
Hiring International Consultant for Final Evaluation of Human Rights Programme

AGENCY/PROJECT NAME:	**Human Rights Programme**
DURATION:	**25 days over the period of 3 months (10 May –10 August 2022)**
COUNTRY OF ASSIGNMENT:	**Bangladesh, Remotely**
TYPE OF CONTRACT:	**Individual Contract**
POST LEVEL:	**International Consultant**
DUTY STATION:	**Home-based**

1. TERMS OF REFERENCE (ToR)

A. Project Title:

Human Rights Programme (HRP)

B. Background:

With the objective to protect and promote human rights, good governance, reduction of structural inequalities, and advancement of vulnerable individuals and groups, the Human Rights Programme (HRP) was designed to build the capacity of existing human rights architectures in Bangladesh, in particular the National Human Rights Commission. HRP also operates in a broader group of human rights stakeholders such as police, CSOs, CBOs, youths, rights defenders and media focusing on the left behind and most vulnerable individuals and groups, including women and girls, children and young people, third gender, ethnic and religious minorities, people with disabilities, Dalits and other minorities [1]with the aspirations to build human rights culture in Bangladesh.

The Human Rights Programme has the following five outputs:

Output 1: The National Human Rights Commission (NHRC) can more effectively deliver on its mandate.
Output 2: CSO/CBOs raise human rights awareness and promote a human rights culture.
Output 3: Law enforcement, in particular the police, upholds and promotes human rights.

[1] UNDP has been supporting the Bangladesh government to strengthen the human rights institutions to better serve and protect the rights of all citizens. UNDP undertook human rights-related programming primarily for the five years through the Bangladesh National Human Rights Commission Capacity Development Project (BNHRC-CDP), which ended in December 2015. Based on the successes of BNHRC-CDP, UNDP continued its efforts and designed the Human Rights Programme (2016-2020).

Output 4: NHRC and national stakeholders better protect and promote women's rights.
Output 5: NHRC and national stakeholders better protect and promote the rights of ethnic minorities.

Initially it was designed for 5 years (2016-2020) but due to COVID pandemic the project was not able to complete all the planned activities and hence got extended till June 2022. The extended period also focused on an added output: Strengthened capacity and coordination of justice sector institutions to better justice delivery and remedies to all citizens, including Leave No One Behind (LNOB) people.

Mentionable that, in order to overcome the challenges of the implementation of SDGs, particularly, to attain the SDG 16- the promotion of peace, justice, and strong institutions – an initiative has also been taken to formulate another programme, titled Strengthening Institutions, Policies and Services (SIPS) Programme. With support of SDC, the programme aims to assist the country in achieving SDG 16 by:

- Strengthening public institutions that can contribute to fulfilling national and international commitments and provide better service delivery;
- Creating a positive policy environment that embeds the SDGs' core principle of "leave no one behind";
- Promoting new capabilities and leveraging technology and innovation for more effective and inclusive governance and public service delivery.

It will be implemented by UNDP in partnership with public institutions, preferably the SDG Coordination Cell (SDGCC) and the Governance Innovation Unit (GIU) of the Prime Minister's Office (PMO), the Bangladesh Bureau of Statistics (BBS), the National Human Rights Commission (NHRC), the Parliament and the Anti-Corruption Commission (ACC) and Information Commission (InfoCom).

Table 1 – A Snapshot of Project Information

PROJECT INFORMATION	
Project title	Human Rights Programme
Award ID	00085027
Contributing outcome and output:	**(CPD Outcome 2) Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups** (CPD Output 2.1) Civil society, interest groups, relevant government agencies and political parties haves tools and knowledge to set agendas and to develop platforms for building consensus on national issues (CPD Output 2.2) The Government has the capacity to carry out formal or quasi-formal, demand-driven and gender-sensitive reforms of the justice sector to provide more equal access to justice to women and men, especially those from marginalized groups
Targeted Countries	Bangladesh
Region	Asia Pacific
Cost Sharing Agreement Signing Date	28 April 2016

PROJECT INFORMATION		
Project dates	Start	Planned end
	01 January 2016 (as per ProDoc)	30 June 2022
Project budget	$ 10,597,570	
Project expenditure at the time of evaluation	$74,90,903	
Funding source	SDC, SIDA, DANIDA,	
Responsible Parties	UNDP	

Currently, the project is running at the ultimate stage of it's tenure and achieved several key results as planned. The first 18 months' Inception phase review (mid-term review) was completed in 2018 and the assessment concluded that all the components of the Programme continued to be relevant for strengthening human rights architectures in Bangladesh. It continued to require UNDP and/or international support to carry forward the ongoing human rights advocacy in Bangladesh. The Human Rights Programme is scheduled to end in June 2022 and built upon the key results and achievements so far, UNDP aims to formulate a new project document for the next phase of the programme (2023-2028). It is to be mentioned, that the final evaluation of the project is being carried out and will be completed in August 2022.

In the view of the above, UNDP is seeking for a consultant (international consultant) to conduct the final evaluation of HRP.

C. Evaluation Purpose, Objectives, and Scope:

Purpose:

The purpose of the final evaluation is to assess achievements to date, document lessons learned, and propose ways forward to UNDP and its partners to develop future Human Rights Programme (HRP) in Bangladesh. Responding to the Theory of Change (ToC) as described in the project document, the agreed results and resources framework (RRF), and the approved workplans, the Final evaluations should look **at the relevance of the project, quality of the project design, effectiveness, and efficiency of the implementation to date, sustainability of the overall project results, impact of intervention made to date, and forward-looking directions for future.**

Evaluation results will be key inputs for UNDP and its partners to develop the next phase of the Human Rights Programme and make informed decisions. In addition, the evaluation aims at critically reviewing and identifying what has worked well in the project, what challenges have been faced, what lessons can be learned to improve future HRP programming. The evaluation will also generate knowledge for wider uses, assess the scope for scaling up the current programme, and serve as a quality assurance tool for both upward and downward accountability.

Specific Objectives:

The specific objectives of this evaluation are to:

- assess project performance and progress against the expected outcome, expected outputs, targets, including indicators presented in the RRF
- identify challenges and the effectiveness and efficiency of the strategic approaches that the project adopted for addressing challenges
- assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
- ascertain the relevance, effectiveness, efficiency, and sustainability of the project interventions
- identify and document substantive lessons learned and good practices and draw out lessons for deepening impact
- assess the effectiveness of the project's engagement with diverse stakeholders including the government, the NHRC Bangladesh, CSOs, human rights defenders, and other rights-holder groups in advancing human rights architecture in Bangladesh
- provide forward looking recommendations to inform the future designing of UNDP's work on Human Rights in Bangladesh including on SDG 16
- outline recommendations, including potential realignments in scope and approach for designing the next phase of the project

The evaluation will focus on six key evaluation criteria: relevance, efficiency, effectiveness, impact, sustainability, and coherence. The evaluation should provide credible, useful, evidence-based information which enables timely incorporation of its findings, recommendations and lessons into decision-making processes of UNDP and key stakeholders as well as assess the potential of the next phase of the project.

Scope of Evaluation/ Timing:
This final evaluation covers the project implementation period from **28 April 2016 (the beginning of the HRP) to 31 March 2022**. The final evaluation is expected to commence on 1 April 2022. At this moment, HRP is scheduled to end on 30 June 2022.

Utilization:
The primary users of the evaluation results will be UNDP, but the evaluation results will equally be useful to NHRC Bangladesh, other relevant ministries, development partners and donors.

UNDP will consider all useful findings, conclusions, and recommendations from the final evaluation, prepare a systematic management response for each recommendation and implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

D. Scope of Work and Timeline:

The evaluation team consists of one international consultant (evaluator) and one national consultant (evaluator). The international consultant will serve as a team leader. The scope of work for the international consultant will include but not be limited to:

- lead an overall process of evaluation as a team leader;
- collect data/information through literature review;

- draft and finalize the inception report that will include detailed evaluation methodologies and the elaboration of the evaluation matrix (how each evaluation question will be answered along with proposed sources of data, and data collection and analysis procedures);
- design data collection tools (i.e., checklists/semi-structured questionnaires, develop guides for focus group discussions and interviews);
- attend Key Informant Interviews (KIIs) and stakeholder consultations, if organized virtually;
- provide technical guidance to a national evaluator on field-level data collection remotely;
- conduct data analysis on data/ information collected, including triangulation;
- develop a draft final evaluation report;
- organize a meeting to share draft findings with UNDP and relevant stakeholders to solicit feedback and incorporate to finalize the report
- revise the draft report to address necessary feedback;
- finalize a final evaluation report

Phase	Scope of work of the consultant	Number of Days	Timing
Inception Phas	This phase is meant to ensure that the consultant is fully prepared before undertaking data collection. It includes: • Prepare the work plan with clear timeline of how each final evaluation steps will be undertaken • Conduct desk review of existing documents, including the project document, strategies developed by the project, reports and documents developed by the project, and write-ups on the project initiatives; • Draft an inception report, including detailed evaluation methodology covering both quantitative and qualitative dimensions, with a detailed list of required stakeholders who need to be interviewed, evaluation matrix, timeline, and data collection tools; • Develop data collection tools (i.e. KII/FGD checklists and semi-structured questionnaires); • Organize an inception meeting to solicit feedback; • Revise and finalize the inception report and data collection tools The inception report should include a proposed schedule of tasks, activities, and deliverables, building on what has been provisionally proposed in this ToR. The inception report should be drafted by the consultant before going into the full-fledged final evaluation exercise. It should detail the reviewing approach, proposed format, and table of contents of the final evaluation report. It must also outline reviewers' understanding of what is being reviewed and why, showing how each area of inquiry will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include the Evaluation Matrix. The matrix should include key evaluation criteria, indicators, questions, and sub-questions to capture and assess them.	7 Days	Within 2 weeks of signing the contract

Data Collection Phase	• Attend KIIs and stakeholder consultations as required; • Consult with relevant UNDP staff, including the management; • Provide technical guidance to a national evaluator on field-level data collection remotely; • Provide debriefing to the UNDP CO and the stakeholders on the key findings	3 Days	Within 6 weeks of signing the contract
Reporting Phase	• Triangulate/ analyze findings from desk review, stakeholders interview, KIIs and FGDs; • Prepare a draft final evaluation report; • Revise the draft evaluation report to incorporate comments and feedback; • Finalize and submit a final evaluation report The draft final evaluation report will be reviewed by UNDP CO and relevant teams/colleagues to ensure that it meets the required quality standards and covers all agreed components and contents of the financial evaluation. Detailed comments and feedback on the draft report will be provided to the consultant, and discussions may be held to provide clarifications as necessary. The draft report will also be shared with stakeholders and other partners for additional feedback and inputs. The evaluator should submit a comprehensive draft report consisting of major findings and recommendations for future course of action. The final evaluation report will be produced by the Consultant based on feedback received on the draft report. The final report will be shared with thedonor, stakeholders and other relevant partners. The final draft report should be submitted within the given timeline with enough detail and quality.	15 Days	Within 12 weeks of signing the contract

E. Evaluation Questions:

The evaluation questions define the information that must be generated as a result of the evaluation process. The answers will provide the key basis to the intended users of the evaluation in making informed decisions, taking actions, or adding knowledge. Evaluation questions include but are not limited to:

Relevance of the project: The extent to which the objective, purpose and outcomes of the project are consistent with the needs and interests of the people and the needs of the country.

- To what extent was the HRP design relevant in helping the NHRC, LEAs, CSOs and other key stakeholders to better protect the human rights of all people in Bangladesh?
- To what extent was the design and strategy of the HRP relevant to national priorities, UN priorities, NHRC Strategic Plan in Bangladesh?
- To what extent was the design and strategy of the HRP aligned with CPD (2017-2021) and UNDAF (2017-2021)?
- To what extent did the HRP align itself with the National Development Strategies and/or the UNDAF Bangladesh?
- To what extent was the theory of change applied in the HRP relevant to serve the needs of the country?
- To what extent the overall design and approaches of the project were relevant?
- To what extent, the inputs and strategies identified were realistic, appropriate and adequate to achieve the results?
- To what extent did the project achieve its overall outputs? Are the project's contributions to the outcome clear?
- To what extent does the project contribute to gender equality and women's empowerment?
- To assess whether the results achieved had a differentiated impact on women and other vulnerable groups?
- To what extent has the project been appropriately responsive to COVID-19 pandemic as well as other political, legal, economic, institutional changes in Bangladesh?

Effectiveness: Extent to which the outcomes of the development intervention have been achieved

- To what extent has the project achieved the objectives and targets of the results framework in the Project Document? (See annex 1: Result framework)
- Compared to 2015, to what extent do the NHRC, LEAs, CSOs and other key stakeholders now better serve and protect the human rights of all people in Bangladesh? To what extent are any changes linked to HRP interventions?
- What factors contributed to the achievement or non-achievement of the HRP outcomes and outputs?
- To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted the effectiveness of the HRP?
- To what extent and in what ways did the 18-months inception survey recommendations contribute to the HRP's achievement of development results?
- To what extent the project activities were delivered effectively in terms of quality, quantity, and timing?
- What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how UNDP and the partners have managed these factors?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? To what extent have stakeholders been

involved in project implementation? To what extent are project management and implementation participatory?

Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.

- To what extent were the HRP outputs delivered in time to ensure high quality?
- To what extent has HRP ensured value for money?
- To what extent is the existing project management structure appropriate and efficient in generating the expected results?
- To what extent were resource mobilization efforts successful? Was funding sufficient for the achievement of results? (funding analysis)
- Was the process of achieving results efficient? Were the resources effectively utilized?
- To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted the efficiency of the HRP?
- To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?
- Did the project activities overlap, and duplicate other similar interventions funded nationally, and/or by other donors?
- To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

Sustainability: Probability of the benefits of the intervention continuing in the long term

- To what extent will the HRP achievements be sustained? What are the indicators of sustainability for these achievements, e.g., through requisite capacities (systems, structures, staff, etc.)? What are the challenges and opportunities?
- What is the likelihood of the continuation and sustainability of national level dialogues engaging various stakeholders and strengthening human rights architecture in Bangladesh?
- Describe key factors that will require attention to improve the prospects of sustainability of project outcomes and the potential for replication of the approach?
- To what extent are policy and regulatory frameworks in place that will support the continuation of HRP?
- To what extent are the institutional mechanisms in place to sustain the impacts of HRP's interventions?
- To what extent have development partners committed to providing continuing support? To what extent will financial and economic resources as well as political will be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize the sustainability of project outputs and the project's contributions to country programme outputs and outcomes?

Coherence: How well does the intervention fit?

- To what extent do other interventions (including policies) support or undermine the intervention and vice versa? It includes internal coherence and external coherence.

Impact:

- To what extent have the relevant institutions served and protected the rights of the citizens, especially the women and minorities?
- How far have the citizens especially women and minorities been empowered to claim their rights?

Cross-Cutting Issues:

Human rights and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender-disaggregated data, need to be incorporated in the evaluation.

Human Rights:

- To what extent have NHRC's institutional capacities been strengthened to deliver its mandates from the interventions of HRP?
- To what extent have CSOs/CBOs/CSO coalitions' capacities been strengthened in awareness-raising and promoting human rights from the interventions of HRP?
- To what extent have Law Enforcing Agencies/police capacities been strengthened in upholding and promoting human rights from the interventions of HRP?
- To what extent have NHRC and national stakeholders' capacities been strengthened in promoting and protecting the rights of ethnic minorities/indigenous peoples from the interventions of HRP?
- To what extent have poor, indigenous/ethnic minorities, excluded groups and PWDs, women, children, youths and other marginalized and disadvantaged groups benefitted from the interventions of HRP?

Women Rights & Gender Equality:

- To what extent have NHRC and other national stakeholders' capacities been strengthened in better promoting and protecting women's rights from the interventions of HRP?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is there gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Lessons Learned/ Way forward:

- Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
- Based on the achievements to date, provide forward-looking programmatic recommendations for UNDP support to the NHRC, LEAs, CSOs and other key stakeholders. What could be the potential programmatic modality and focus as a strategic way forward after the current project end date?

Cross-Cutting Issues:

- Human rights and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender-disaggregated data, need to be incorporated in the evaluation.

F. Methodology

The evaluation team is expected to propose and determine a sound evaluation design and methodology (including detailed methodology to answer each evaluation question) and submit it to UNDP in the inception report following a review of all key relevant documents and meetings with representatives of UNDP, HRP and NHRC. It is suggested that the evaluation should use a mixed-method approach – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The evaluation team is highly expected to review all relevant reports/documents providing qualitative/ quantitative data collected by HRP, UNDP, NHRC, Government, or other agencies. The evaluation team shall follow a participatory and consultative approach that ensures close engagement with the evaluation stakeholders, implementing partners and male and female direct beneficiaries.

The evaluation team also needs to develop an evaluation matrix (template is attached in Annex 3 of this ToR) to clarify what types of data will be required to respond to which evaluation question and how those data will be collected.

Final decisions about the specific design and methods for the evaluation will be made through consultation among the HRP, UNDP, consultants, and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions, given limitations of budget, time and data.

While an international evaluator shall work from home remotely, a national evaluator is expected to conduct field-level data collection using different data collection methods unless the COVID-19 pandemic situation becomes severe in Bangladesh. An international evaluator is expected to remotely provide technical guidance to a national evaluator on field-level data collection.

The field-level data should be collected through 2 to 3 field trips covering a total of approximately 10 days. The potential locations for the field travel may include the following districts: Dhaka, Manikganj, Rajshahi, Dinajpur, Khulna, Jessore, Barishal, Cox's Bazar, Mymensingh, Moulvi Bazar, Madaripur, Gaibandha, Habiganj, Satkhira, Sirajganj and Rangpur, etc. - where different interventions under HRP projects have been implemented. The national evaluator shall collect qualitative and quantitative data from direct beneficiaries and relevant government and non-government stakeholders in the field.

Details of field-level data collection, including locations, timelines, and the number of field visits shall be proposed by the consultants in the inception report and will be determined during the inception phase of evaluation in consultation with UNDP and relevant stakeholders. Given the COVID-19 pandemic, field-level data collection will be conducted if there is no harm to an evaluator and all stakeholders in the field.

Data collection tools, including KII and FGD checklists/semi-structured questionnaires, need to be developed and used in the field-level data collection.

Methods to be used by the evaluation team to collect and analyze the required data shall include but not limited to:

- **Desk Review:** This should include a review of inter alia as data sources
  - Project Document (ProDoc)
  - Result Framework/M&E Framework
  - Project Quality Assurance Report
  - Annual Work Plans
  - Annual Reports
  - Highlights of Project Board meetings
  - Inception phase survey report
  - Progress Reports of COVID-19 supporting activities.
  - Meeting minutes of Project Advisory Board (PAB) and Project Implementation Committee (PIC)
  - Database
  - CCA (Common Country Assessment), UNSDCF, UNDP CPD and studies relating to the country context and situation

- **Key Informant Interviews (KIIs)** with key stakeholders including NHRC, development partners, CSOs, youths, HRDs, government agencies, donors, UN Agencies and so on:
  - Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
  - All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments of individuals.

- **Focus Group Discussions (FGDs)** with relevant stakeholders/rights holders/duty bearers from government agencies, grassroots and national level civil society organizations, indigenous peoples 'organizations, indigenous/ethnic minorities, excluded groups and PWDs, women, children, youths and other marginalized and disadvantaged groups, beneficiaries, both at national and local levels.

- **Field visits/observation** to selected project sites and validation of the key tangible outputs and interventions.

- **Data review and analysis of monitoring and other data sources and methods:** ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

- **Gender and human rights lens.** All evaluation products need to address gender, disability, and human rights issues

- Analysis of HRP's budgets and expenditures generated from Atlas.

- Analysis and interpretation of qualitative and quantitative data available from various credible sources.

The current situation of the COVID-19 crisis in the country needs to be considered when proposing data collection tools. In case if the COVID-19 pandemic does not allow field-level data collection, the evaluation team should develop a methodology that takes into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. The evaluation team is expected to present alternative means of data collection as viable options. This should be detailed in the inception report and agreed with UNDP and relevant stakeholders during the inception phase. No stakeholders, consultants, or UNDP staff should be put in harm's way and safety is the key priority.

Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach, including the interview schedule and data to be used in the evaluation, should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders and the consultants.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders and the consultants.

Gender and Human Rights-based Approach

As part of the requirement, the evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated a gender equality perspective and a rights-based approach. The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase[2].

In addition, the methodology used in the final evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of the final evaluation from which findings are consolidated to make recommendations and identify lessons learned for the enhanced gender-responsive and rights-based approach of the project.

This evaluation approach and methodology should consider different types of groups in the project intervention – women, youth, minorities, and vulnerable groups. Persons with disabilities (PwD) also need to be considered in the evaluation, following the new UNDP evaluation report checklist.

Evaluation questions shall extensively cover gender and human rights aspects (in *Section E. Evaluation Questions* of the ToR).

Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation[3]'. The consultant must safeguard the rights and confidentiality of information

[2] UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation, available at http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

[3] UNEG, 'Ethical Guidelines for Evaluation', June 2020. Available at http://www.uneval.org/document/detail/2866

providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The consultant must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. Signed 'Pledge of Ethical Conduct in Evaluation of the United Nations System' needs to be attached in the Annex of the final evaluation report. A template can be downloaded from the link below on the footnote[4]. The evaluation team may refer to UNDP's Dispute and wrongdoing resolution process and contact details [5] (Annex 3 of Section 4: Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021), p. 55).

G. Expected Deliverables

As part of an evaluation team, an international evaluator will be responsible for completing the following outputs/deliverables to UNDP Bangladesh as per the agreed work plan:

i. Inception Report:

The evaluators will commence the evaluation process with a desk review and preliminary analysis of the available information provided by UNDP. Based on the ToR, after initial meetings with the UNDP and the desk review, the evaluators should develop an inception report which will elaborate evaluation methodologies, including how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures. The inception report will include the evaluation matrix using the template provided in Annex 3 and will also include a proposed timeline of activities and submission of deliverables. UNDP and NHRC will review the inception report and provide comments for improvement. This report will serve as an initial point of agreement and understanding between the evaluation team and UNDP/NHRC.

ii. Draft Evaluation Report:

The evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/ Evaluation Report Template and Quality Standards (Page 56-60) of Section 4/ Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)[6]. The draft report will be reviewed by the HRP, NHRC and UNDP. The draft report will ensure that each evaluation question is answered with an in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidence.

The evaluation report will be quality assessed by UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 9-13) of the UNDP Evaluation Guidelines[7]. The evaluators consider it carefully while drafting the evaluation report.

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[4] 'Pledge of Ethical Conduct in Evaluation of the United Nations System'. Available at http://uneval.org/document/detail/2866

[5] UNDP Evaluation dispute resolution process, UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use. Available at http://web.undp.org/evaluation/guideline/index.shtml

[6] Evaluation Report Template and Quality Standards of UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use, available at http://web.undp.org/evaluation/guideline/index.shtml

[7] Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at http://web.undp.org/evaluation/guideline/index.shtml

iii. Presentation/Debriefing:

A meeting will be organized with key stakeholders including UNDP and NHRC to present findings, conclusions and recommendations.

iv. Final Evaluation Report/ Data Collection Tools/ Audit Trail:

The final report will incorporate comments and feedback from the stakeholders including the feedback provided during the Presentation/Debriefing meeting. All comments and an evaluator's response to each comment need to record in Audit Trail. Other relevant documents (i.e. data collection tools, checklists questionnaires, datasets (if any)) need to be submitted as well.

H. Price Proposal and Schedule of Payments

A consultant must send a financial proposal based on a **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be a fixed output-based price regardless of the extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per the below percentages:

The expected outputs, deliverables and payment schedule is as follows:

Deliverables/ Outputs	Estimated Working Days	Tentative Due Dates	Payment Schedule	Review and Approvals Required
Submission of Inception Report, including a detailed methodology note, evaluation matrix, and desk review and preliminary analysis of the available information provided by UNDP	7 days	25 May 2022	20%	CTA, HRP, UNDP Bangladesh Deputy Resident Representative, UNDP Bangladesh Head of DG Cluster, UNDP Bangladesh M&E Specialist, UNDP Bangladesh
Completion of data collection and submission of draft Evaluation Report addressing all evaluation questions and Provision of presentation/ debriefing	13 days	25 July 2022	50%	
Submission of final Evaluation Report, which has been approved and accepted, together with data collection tools, questionnaires, datasets (if any), and audit trails	5 days	10 August 2022	30%	

Deliverables/ Outputs	Estimated Working Days	Tentative Due Dates	Payment Schedule	Review and Approvals Required
Total days consultant wise	25 days			

I. Travel:
An international consultant is not required to travel to Bangladesh due to the current COVID-19 pandemic. This is a home-based consultancy. All tasks shall be done remotely in collaboration with a national consultant and in consultation with UNDP and stakeholders. Travel costs shall not be included in the financial proposal.

J. Implementation Arrangement, Supervision and Performance Evaluation:
The evaluation team will independently conduct the evaluation but shall take necessary assistance from HRP and UNDP. The Deputy Resident Representative and Assistant Resident Representative, UNDP Bangladesh, will be responsible for managing the evaluation throughout the entire process. The HRP team led by Chief Technical Advisor will provide necessary support in the evaluation's day-to-day operation. The evaluation team will also seek technical guidance from Programme Analyst at UNDP Democratic Governance cluster and M&E Specialist/Analyst at UNDP Bangladesh Country Office. The final evaluation report needs to be cleared by the M&E Specialist/Analyst at UNDP Bangladesh Country Office and approved by the Deputy Resident Representative, UNDP Bangladesh, and RBM/ M&E focal point, UNDP Bangkok Regional Hub.

2. Evaluation Team Composition and Required Competencies

A. Team Composition:

The evaluation team consists of one international consultant (evaluator) and one national consultant (evaluator). An international evaluator shall serve as a team leader, while a national evaluator will take more on a supporting role.

An international evaluator shall be responsible for managing the overall evaluation process as a team lead, including evaluation design and implementation. Although an international evaluator works remotely due to the COVID-19 pandemic, s/he is expected to closely communicate with the national evaluator. While a national evaluator shall be in charge of data collection in the field, the international evaluator is also expected to attend the meetings with the stakeholders if the meetings are conducted virtually. And the international evaluator shall also provide technical guidance/support to the national evaluator on the field-level data collection remotely. The international evaluator shall take the lead in the preparation and finalization of an evaluation report with the national evaluator and ensure the quality of the report, incorporating feedback/ inputs from all relevant stakeholders.

A detailed workplan, including the division of labor needs to be included in the inception report and will be discussed with UNDP and key stakeholders during the inception phase.

B. Qualifications:

The qualifications below are for the International Consultant

- A masters' degree or equivalent (Ph. D. an asset) in human rights, international relations, social sciences, political economy, or other relevant fields
- At least 7 years of working experience in the design and evaluation of development programmes or projects in the area of human rights, governance, public policy, rule of law, and/or development.
- Proven experience in conducting evaluations or assessments of large-scale policies and programs in human rights and justice funded by the government, UN and/or donors
- Good knowledge of UN and/or UNDP's mandate and socio-political context and human rights situation in the region

<u>Special Note</u>

The Consultant must have no previous involvement in the design and implementation of HRP project. Any individual who has had prior involvement in the design and implementation of HRP project or those who have been directly or indirectly related to the HRP project are not eligible for this consultancy due to conflict of interests.

C. Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards (human rights, tolerance, integrity, respect, and impartiality);
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

D. Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude;
- Strong interpersonal and written and oral communication skills;

- Strong analytical skills and strong ability to communicate and summarize this analysis in writing
- Has ability to work both independently and in a team, and ability to deliver high-quality work on tight timelines.

E. Skills:
- Strong leadership and planning skills
- Past experience as a team leader for similar assignments
- Experience in implementing a range of qualitative and quantitative data collection tools and methods in project evaluation.
- Knowledge of current issues and innovation in results-oriented monitoring, including trends, principles and methodology.
- Possess strong analytical and writing skills, with the ability to conceptualize, articulate, write and debate about governance issues.
- Advanced level of proficiency in both written and spoken English.
- Strong communication skills
- Ability to work in the multi-cultural team environment and to deliver under pressure/meet deadlines
- Ability to network with partners on various levels
- The necessary computer skills with competence in MS office package

3. Evaluation of the proposal proposals

Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of a set of weighted technical criteria (70%). and financial criteria (30%). The financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation for International Consultant (Maximum 70 points)

Criteria	***Weight***	***Max. Point***
Technical	***70%***	***70***
A masters' degree or equivalent (Ph. D. an asset) in human rights, statistics, international relations, social sciences, political economy or other relevant fields.	*5%*	*5*
At least 7 years of experience in the design and evaluation of development programmes or projects in the area of human rights, governance, public policy, rule of law, and/or development.	*25%*	*25*

Professional experiences in conducting evaluations or assessments of large-scale policies and programs in human rights and justice funded by the government, UN and/or donors.	*30%*	*30*
Good knowledge of UN and/or UNDP's mandate and socio-political context and human rights situation in the region.	*10%*	*10*
Financial	***30%***	***30***
Total	*100%*	*100 points*

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Financial Evaluation (Total 30 marks)

All technical qualified proposals will be scored out of 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:

$p = y(\mu/z)$

Where:

- *p = points for the financial proposal being evaluated;*
- *y = maximum number of points for the financial proposal;*
- *μ = price of the lowest-priced proposal;*
- *z = price of the proposal being evaluated.*

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

Proposal

 Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;

 Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) professional references;

 Brief description of why the individual considers him/herself as the most suitable for the assignment and a methodology on how they will approach and complete the assignment, together with links to three (3) publications of the bidder (past evaluation reports);

 Financial Proposal: Financial Proposal has to be submitted through a standard interest and availability template which can be downloaded from the link below:

http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.doc

4. Approval:

Name: Van Nguyen
Designation: Deputy Resident Representative, UNDP Bangladesh

Annex 1: Result Framework

Outcomes	Outcomes Indicators	Baseline	Target	Data source
Outcome 1: The National Human Rights Commission (NHRC) can more effectively deliver on its mandate (HRP Output-1)	1.1) The extent to which the NHRC's legal framework and operation are aligned to the Paris Principles (ICC)	NHRC was accredited by the Sub-Committee of Accreditation of Global Alliance of the National Human Rights Institutions with a 'B' status in May 2013 and again in March 2015. This indicates that it is largely, but not fully, in compliance with the Paris Principles.	3 (composite based on scaling – see footnote)[8]	ICC Sub-Committee on Accreditation (SCA) review report. MTR and Final Evaluation Report
	1.2) Percentage of NHRC clients expressing satisfaction in the complaint's mechanism of the NHRC.	Baseline: 10% Respondents complained among them 39% were very satisfied) Follow-up Perception Survey-2015[9]	0% (2017) 20% (2018) 20% (2019) 10% (2020) 10% (2021) 60% (2021 Cumulative) At least 60 % clients indicating the services to be moderate – good (2021) (See footnote)	Client satisfaction survey report MTR and Final Evaluation Report Action
	Project Output Indicator			

[8] Composite indicator based on the Paris Principles criteria evaluated by the ICC: Scale: 1 point for each criterion met: 1) Mandate and competence; 2) Autonomy from Government; 3) independence 4) Pluralism; 5) Adequate resources; and 6) Adequate powers of investigation. NHRC to be encouraged to apply for evaluation by the ICC before the end of the programme i.e. 2019-2020.

[9] The sample size was 3740, among them 10% respondent complained to the NHRC on human rights violations and 39% expressed very satisfaction.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	1.3 A. Number of submissions made by NHRC-B to international human rights instruments /mechanisms (Human rights council, UPR, treaty bodies and special procedures	4[10]	1 (2017) 2 (2018) 1 (2019) 1 (2020) 1 (2021) 6 (2021 Cumulative)	NHRC reports, Programme reports, acknowledgement of relevant UN bodies.
	1.3.B. Number of dialogues/ consultations held by NHRC with government authorities and CSOs for preparation of reports to international Human Rights mechanisms.	0	1 (2017) 2 (2018) 1(2019) 6 (2020) 5 (2021) 15 (2021 Cumulative)	NHRC reports, Programme reports, acknowledgement of relevant UN bodies.
	1.3 C Number of recommendations made by rights forums of NHRC on legislative, policy advice or procedural changes.		50% (2017) 50% (2018) 50% (2019) 50% (2020) 50% (2021) 50% of total decisions (2021 Cumulative)	NHRC reports, Rights Forums reports, Annual review.
	1.3.D. Number of recommendations made by national stakeholders (including private sector) for legislative, policy procedures, services, and practices in post-COVID 19 situation	0	3 (2020) 3 (2021) 6 (2021 Cumulative)	NHRC reports, Rights Forums reports, Annual review.
	1.4) Number of Human Rights focal points across the Government re-established and that actively	15[11]	5 (2017) 5 (2018) 5 (2019)	NHRC reports, Government office order, ToRs.

[10] CRC- United Nations Convention on the Rights of the Child, UPR- Universal Periodic Review 2nd cycle, CEDAW- Convention on the Elimination of All Forms of Discrimination against Women is prepared and pending submission, ICCPR-International Covenant on Civil and Political Rights, Source: BNHRC-CDP Closing Report, December 2015.

[11] BNHRC-CDP Closing Report, December 2015, page 39 (Human Rights Focal Point appointed 15)

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	participates in the decision-making process including the thematic committee of the NHRC's Human Rights forums.		10 (2020) 5 (2021) 30 (2021 Cumulative)	
	1.5) Extent to which NHRC has demonstrated a proactive approach in 1. Finalizing SOPs 2. Establish NHRC Fund 3. Recruit needed staff 4. Build staff capacity 5. Outreach of services following and applying a i) HRBA and ii) mainstreaming gender issues.	i) Drafted-6, Adopted-1,[12] Consolidated SOPs[13] ii) Fund-allocation from Ministry of Law, Justice and Parliamentary Affairs iii. NHRC Staff/Official[14] iv)Build staff capacity[15] v) Outreach- 0	i) 0% (2017) i) 20% (2018) i) 20% (2019) i) 40% (2020) i) 20% (2021) i) 100% (2021 Cumulative) ii) 0% (2017) ii) 20% (2018) ii) 20% (2019) ii) 40% (2020) ii)20% (2021) ii) 100% (2021 Cumulative)	NHRC strategies, documents, legal advisories, SOPs.
	1.6) % of trained human rights defenders who have reported a human rights situation or violation to NHRC.	0	10% (2017) 10% (2018) 10% (2019) 20% (2020) 20% (2021) 70% (2021 Cumulative)	Review of NHRC reports, Training record sheet

[12] BNHRC-CDP Closing Report, December 2015, drafted: SOP on Decision-Making; SOP on Monitoring & Reporting on Human Rights Violations; SOP on Child Friendly Complaint Management System; SOP on Media and Communications; SOP on Complaint handling; SOP on Conducting human rights fact-finding investigation, adopted: 1 SOP on Decision Making

[13] HRP supported NHRC in consolidating SOPs and the consolidated SOPs has been unanimously adopted in the Commission meeting on 31 July 2019.

[14] Official and Staff: Organogram total 93, Approved Official and Staff is 48 among which 17 is Official. Present status is 13 and 4 vacant positions (Officials left). 3 positions are in the process of being filled.

[15] Staff Capacity Building- A 60-hour Government recommended training programme was adopted for the Officials of NHRC, B for 2016-2017, from which they have completed a 40-hour training. For 2017-2018 NHRC, B has adopted a 60-hour training for its Officials. In addition to which the project will be starting a peer to peer learning session to be held once in every month.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	1.7) Number of Human rights situation analysis reports (annual) produced by NHRC based on evidence-based data and information (generated from CMS data, media monitoring, and field investigation)	6[16]	1 **(**2017**)** 1 **(**2018**)** 2 **(**2019**)** 1 (2020) 1 (2021) 6 (2021 Cumulative)	Review of NHRC annual reports.
Outcome 2: CSO/CBOs raise human rights awareness and promote a human rights culture (HRP Output-2)	2.1) Number of human rights legislative or policy consultations between Government and CSO/CBOs resulting implementation or policy advice or procedural changes (linked with 1.3 C)	04[17] **(2015)**	1 **(**2017**)** 1 **(**2018**)** 2 **(**2019**)** 1 (2020) 1 (2021) 5 (2021 Cumulative)	Government policy and legislative documents, NHRC reports, CSO/CBO reports**.**
	2.2) % trained CSOs reporting on international obligations of Bangladesh under selected treaties and UN special procedure.	0	10**% (**2017**)** 10**% (**2018**)** 20**% (**2019**)** 10% (2020) 20% (2021) 70% (2021 Cumulative)	Submissions made to the international forums
	2.3) % beneficiary of HRP belong to LNOB category	TBD	10% (2020) 20% (2021) 30% ((2021 Cumulative)	Quarterly Progress Report submitted to the Country office
	Project Output Indicator			
	2.4) Number of HR victims benefiting from legal aid and /or referral services including psycho-social services	0[18].	10 (2017) 10 (2018) 20 (2019) 20 (2020) 40 (2021) 100 (2021 Cumulative)	CSO narrative reports, HR data base

[16] Annual Report of the National Human Rights Commission, Bangladesh 2010-2015: http://nhrc.org.bd/site/page/74b9f308-8a25-4e28-a8cb-fb26daf7d93e/-

[17] Major/Significant policy consultations were held on Anti-Trafficking Act 2012; Children Act 2013; Child Marriage Restraint Act 2017; Policy advice and recommendations to government on combating human trafficking and repatriation of victims; role of key actors, Source: BNHRC-CDP Project in 2010-2015.

[18] No referral services currently exist.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	2.5 A) Number of CSO coalitions formed under the support of HRP (including challenge fund) to improve Human Rights situation at grass roots level.	0	5 (2017) 5 (2018) 10 (2019) 20 (2020) 20 (2021) 60 (2021 Cumulative)	NHRC reports, coalition official documents, challenge fund report, and monitoring field visits.
	2.5.B) Numbers of CSOs/CSO Coalitions produced and submitted HRV report and /or HR situation reports to NHRC and other platforms	TBD	10 (2020) 10 (2021) 20 ((2021 Cumulative)	NHRC reports, coalition official documents, challenge fund report, and monitoring field visits.
	2.5 C) Number of LNOB category people of HRP get access to local support services and opportunities in post COVID-19 situations.	TBD	2000(2020) 3000 (2021) 5000 ((2021 Cumulative)	NHRC reports, coalition official documents, challenge fund report, and monitoring field visits.
	2.6) Number of Human Rights Defenders' active in online/offline networking and joint platform	0	50 (2017) 50 (2018) 100 (2019) 50 (2020) 50 (2021) 250 (2021 Cumulative)	Online forum, NHRC reports. 18-month review report
	2.6 A) i) % of small grants that have met respective target and goals and ii) % of small grants consulted with women or minority groups in their design	0	i) 85% (2017) i) 85% (2018) i)85% (2019) i) 85% (2020) i) 85% (2020 Cumulative) ii) >50% (2017) ii) >50% (2018) ii) 40% (2019) ii) 50% (2020)	Sample evaluation of projects, challenge fund report, project reports. Monitoring field visits.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
			iii) 50% (2020 Cumulative)	
	2.7) Number of rights forums jointly undertaken by NHRC thematic committees and CSOs to discuss contemporary human right issues.	07[19] (2014)	5 (2017) 5 (2018) 5 (2019) 10 (2020) 10 (2021) 25 (2021 Cumulative)	CSO narrative reports submitted to HRP
	2.8) Number of students with increased awareness of human rights as a result of school campaigns with CSO/CBOs. and youth leaders.	4.9% (November 2017)	10% (2017) 10% (2018) 10% (2019) 20% (2020) 30% (2021) 80% (2021 Cumulative)	Survey Report
Outcome 3: Law enforcement, in particular the police, upholds and promotes human rights. (HRP Output-3)	3.1) Number of cases reported against law enforcement agencies and police to NHRC.	50% of total cases	10% (2017) 10% (2018) 10% (2019) 20% (2020 20% (2021) 70% of total cases (2021Cumulative) (<2% per year)	NHRC Annual Reports, UPR Stakeholder Report. Case Management System. 18-month review report
	3.2) Number of targeted CSOs and HRDs expressing their satisfaction on the role of coordination by the law enforcement officers	November 2017	10% increase (2017) 10% increase (2018) 20% increase (2019) 10% (2020 25% (2021) 75% (2021 Cumulative)	Data base – HRDs and CSO feedback, **Survey** Report**.**

[19] 07 Thematic committees were formed in earlier phase of BNHRC Capacity Development Project (CDP), Sources: HRP 18 Month review Report.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	Project Output Indicators			
	3.2 A) % of human focal points actively engaged in human rights initiatives and actions in the post-covid-19 situation.	0	15% (2017) 15% (2018) 15% (2019) 30% (2020 25% (2021) 100% (2021 Cumulative)	Review of Police reports and ToRs and monitoring visit reports.
	3.2.B) % of trained LEA Officials actively engaged in human rights actions and effectively dealt with human rights concerns/issue in the post-covid-19 situation.		15% (2020) 30% (2021) 45% ((2021 Cumulative)	Review of Police reports and ToRs and monitoring visit reports.
	3.3) % of police officials that have better understanding (change attitude and its application) of Human Rights issues as a result of human rights training and rights advocacy.	November 2017 (Not yet conducted)	3% increase (2017) 10 % increase (2018) 10 % increase (2019) 10% (2020) 30% (2021) 30% increase (2021 Cumulative)	Sample survey, review of Police reports and monitoring visit reports.
	3.4) Number of times the police Officials take part in human rights dialogues with the NHRC judiciary, CSOs, NLASO on different emerging issues in post-COVID 19 situations.	0	04 (2020) 04 (2021) 08 ((2021 Cumulative)	Review of the events calendar and meeting minutes
	3.6) % of established Human Rights Desks at district level Police HQ that have effectively dealt with human rights concerns/issues of the service recipients (people) as well as the police	0	10% (2017) 10% (2018) 10% (2019) 20 % (2020) 50% (2020 Cumulative)	
	3.7) Numbers of police officials from the ethnic, excluded, and other	November 2017 (Not yet conducted)	100 (2020) !00 (2021) 200 ((2021 Cumulative)	Review of the events calendar and meeting minutes

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	minorities actively engaged in Human Rights actions.			
	3.8) Gender parity policy introduced in the policy framework of the Police institution	No Gender parity policy exists	0 (2020) 01 (2021) 01 (2021)	Review the policy framework
Outcome 4: NHRC and national stakeholders better protect and promote women's right (HRP Output 4)	4.1) Number of cases that the NHRC and legal aid offices provided legal assistance/advise to women and girls victims of violence.	0	1 (2017) 5 (2018) 10 (2019) 30 (2020) 54 (2021) 100 (2021 Cumulative)	NHRC Annual Report. Police Women Support and Investigation Division report, NALSO Data.
	4.2) % of women population who understands and are aware of their rights as a human being and as women.	57**% (**2014**)**	10**% (**2017**)** 20**% (**2018**)** 20**% (**2019**)** 20 % (2020) 20% (2021) 90% (2021 Cumulative)	Survey report
	Project Output Indicator			
	4.3) % of students, adolescents and youth that have a better understanding on women and girl's rights as a result of campaigns.	2.8 % (February 2018)[20]	5% (2017) 10 % (2018) 15% (2019) 20% increase over baseline in 2020 30% (2021) 90% in 2021 Cumulative)	Sample Survey Report. MTR Report

[20] Baseline Data collected from CSO report.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	4.4) Number of policy recommendations made as a result of research findings and rights dialogues on women rights and GBV. stakeholders: Bangladesh Women Police Network, VSU, Women Judges Network and CSO/CBOs.	0	1**(**2017**)** 2**(**2018**)** 1**(**2019**)** 4 (2020) 7 (2021) 15 (2021 Cumulative)	NHRC reports. Police reports. Ministry of Home Affairs reports. 18 Months review report
	4.5) Number of complaints of women's rights violations submitted to the NHRC by the Committee on Violence Against Women and Children (NNPC) and CSOs/CBOs.	20% cases (2016)[21]	20**% (**2017**)** 20**% (**2018**)** 20**% (**2019**)** 20 % (2020) 20% (2021) 100 % (2021 Cumulative)	NHRC CMS reports, NNPC and CSO/CBO reports.
	4.6) Number of children engaged in child labour enrolled in education.	TBD	200 (2020) 200 (2021) 400 (2021)	Survey Report and Annual report of the Project
	4.7) Number of women able to participate in family income and decisions. (new)	TBD	100 (2020) 300 (2021) 400 (2021)	Survey Report and Annual report of the Project
Outcome 5: NHRC and national stakeholders better protect and promote the rights of ethnic minorities. (HRP Output-5)	5.1) % of ethnic and excluded minority populations aware of their human rights and as per international human rights instruments. .	5% (August 2018)	5**% (**2017**)** 5**% (**2018**)** 5**% (**2019**)** 5 % (2020) **10**% (2021) **30 %** increase from Baseline (**2021** Cumulative)	Survey Report
	5.2) Number of international instruments/ national	0	0 (2017) 1 (2018)	Government reports.

[21] Baseline data collected from NHRC published report in 2016.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	laws/acts/policies on the rights of ethnic minority and other vulnerable groups adopted and implemented by government.		1 (2019) 1 (2020) 1 (2021) 4 (2021 Cumulative)	NHRC reports, CSO/CBOs reports.
	Project Output Indicator			
	5.3) % collaborations between the NHRC, parliamentary caucus and CSOs/CBOs that have resulted in at least one policy initiative or campaign on ethnic and excluded minority rights.	i) 0 ii) 0	i) 10% (2017) ii) 10% (2017) i) 10% (2018) ii) 10% (2018) i) 10% (2019) ii) 10% (2019) i) 50% (2020) ii) 50% (2020) i) 50% ii) 50% increase (2020 Cumulative)	NHRC reports, MoUs, and Parliamentary Caucus and CSO/CBO reports.
	5.4) Number of collaborative actions (fact-findings, rapid response, spot visit, published media reports etc.) taken by the NHRC, Parliamentarians and CSOs in post CIVID-19 situation.	0	0 (2017) 1 (2018) 1 (2019) 3 (2020) 15 (2021) (2021 Cumulative)	Fact-finding reports, programme reports, NHRC Thematic Committee report
	5.5 A) Number of community radio stations broadcasting minority language programming and rights education programmes.	0	1 (2017) 2 (2018) 2 (2019) 0 (2020) 5 (2020 Cumulative)	Media monitoring reports, NHRC reports, monitoring field visits. Assessment report of Bangladesh Betar and community radio station
	5.6) % of youth leaders trained have become active in transforming their leadership role to promote the rights of ethnic, excluded and other LNOB category people.	0 (November 2017)	15% (2017) 20% (2018) 25% (2019) 10% (2020 70% (2020 Cumulative)	NHRC reports, training materials, monitoring field visits, surveys.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	5.7) Number of ethnic, excluded and LNOB category peoples' representatives included and active in the local decisions making structure/platform (including LGIs standing committees).	0 (November 2017)	20 (2017) 20 (2018) 30 (2019) 30 (2020) 50 (2021) 150 (2021) Cumulative)	Programme reports, Committee lists
	5.8) No. of interfaith leaders trained and transforming their role in promoting peace, tolerance, and harmony in the society in the post COVID-19 situation	TBD	50 (2019) 100 (2020) 100 (2021) 250 (2021 Cumulative)	Quarterly Progress Report Annual Report
Outcome 6: NHRC and national stakeholders better protect and promote women's right (HRP Output-6)	6.1) % of pending cases disposed of the Nari Shishu Nirjaton DamanTribunal.	TBD	5% (2020) 15% (2021) 20% (2021 Cumulative)	Programme reports, Committee lists
	6.2) % of LNOB category people have increased access to quality legal aid services.	To be determined (TBD)	10% (2020) 20% (2021) 20% (2021 Cumulative)	Survey report Quarterly Progress Report
	Project Output Indicator			
	6.3) Number judges and public prosecutors have adequate knowledge to deal with a digitalized case management system	TBD	300 (2020) 300 (2021) 600 (2021 Cumulative)	Survey report Quarterly Progress Report
	6.4) % of pending cases reduced in the lower court cases (Nari o Shishu Nirajotn Daman Tribunal	TBD	5% (2020) 10% (2021) 15% (2021 Cumulative)	Quarterly Progress Report Annual Report
	6.5) Number of policy recommendations made on reduction of VAW cases and followed up by NJCC, DJCC	0	1 (2020) 2 (2021) 3 (2021 Cumulative)	Quarterly Progress Report

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	6.6) Number of women judges played leadership role in the judicial reform and innovation process.	TBD	100 (2020) 100 (2021) 200 (2021 Cumulative)	Survey report Quarterly Progress Report
	6.7) Number High Court benches record system digitalized on commercial nature.	TBD	02 (2020) 02 (2021) 04 (2021 Cumulative)	Survey report Quarterly Progress Report

Annex 2: Theory of Change

The Human Rights Programme in Bangladesh is based on a theory of change of how UNDP can apply its mandate, neutrality, international norms and standards, democratic governance capacity development, knowledge and longstanding experience, to generate sustainable and long-lasting change in the promotion, protection and awareness of human rights across national institutions, law enforcement and society, with a particular focus on women and ethnic minorities.

In order to measure results, it is essential to be clear about the changes that are expected and the pathway to get there. Articulating the theory of change helps to do that. The theory of change is grounded in the UN's Human Rights Based Approach (HRBA). National institutions bear a duty to uphold human rights for all. The Human Rights Programme aims to support and strengthen the capacities of key state institutions so the state can meet their obligations as duty bearers. At the same time, the programme will work to include and empower people to advocate for their rights, as right-holders.

Problem statement:

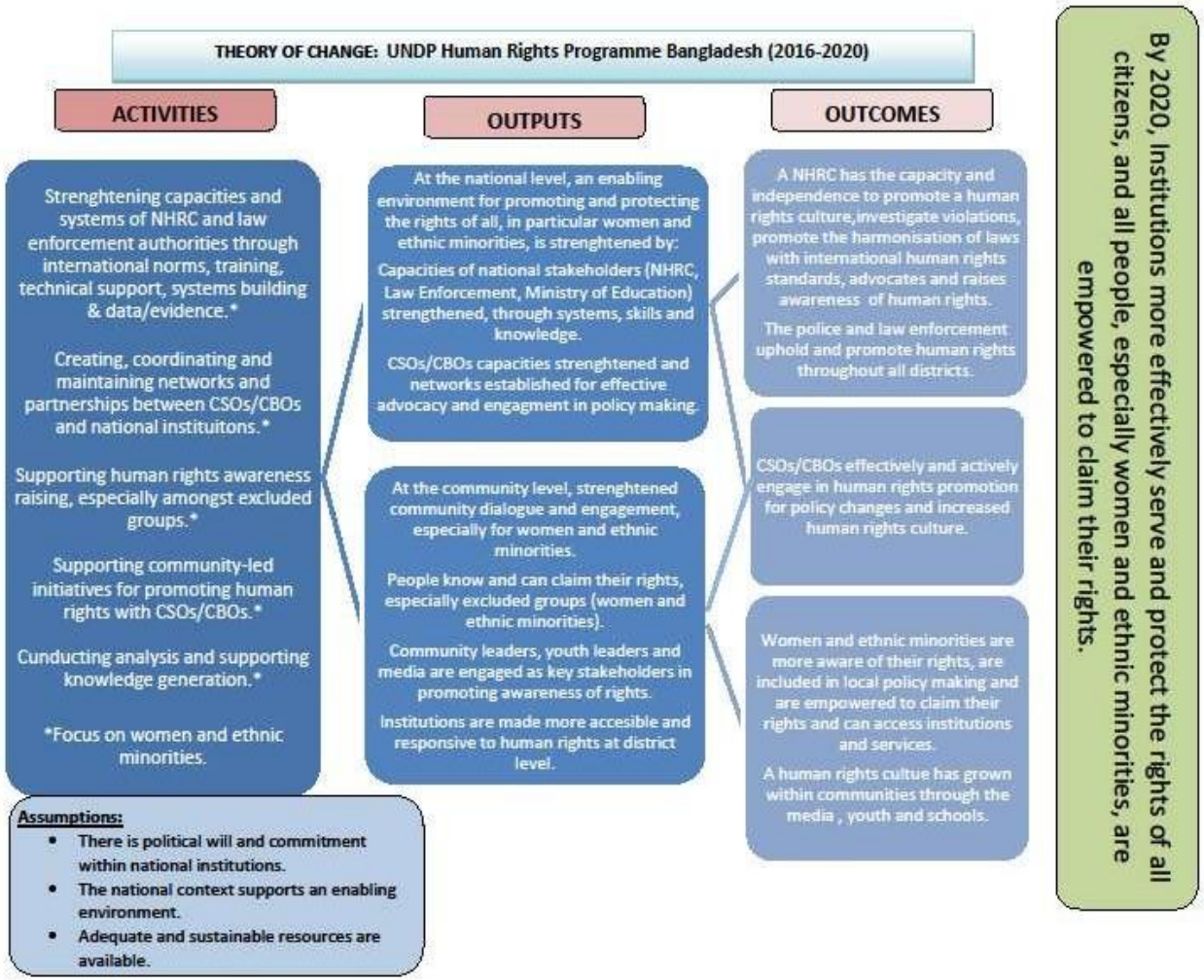
Bangladesh has made significant progress across a number of key development indicators. However, weak governance and limited capacity has held back efforts in justice and human rights, especially amongst excluded groups. Sustainable development cannot be achieved where there are serious and systematic human rights abuses, as peace, stability and the rule of law are undermined. The effective protection and promotion of human rights at the national level requires human rights compliant legal frameworks and well-functioning state institutions.

The Bangladesh National Human Rights Commission (NHRC) is a relatively new institution (established in 2009) and has an important mandate and a key role to play for the promotion and protection of human rights. The NHRC has made significant strides towards establishing itself as Bangladesh's independent human rights institution. However, it is recognized that capacities need further strengthening, partnerships and networks need to be reinforced and expanded and the availability of sufficient and sustainable resources are necessary in order to carry out its mandate.

Having a human rights legal framework is not alone sufficient to ensure that all have their rights respected. If people, especially vulnerable and excluded groups, like women and ethnic minorities, are not aware of their rights and cannot access justice or services, their rights will remain unfulfilled. Therefore, human rights awareness raising and inclusion, especially amongst vulnerable groups and representative CSOs/CBOs/HRDs, can ensure that these groups are more empowered to claim their rights. Furthermore, law enforcement and the police play an indispensable *role* in protecting *human rights* and maintaining the rule of law. In order to fulfill this role, law enforcement officials need to know and apply human rights standards and be held accountable for violations.

Overall vision of success:

By 2020, institutions will more effectively serve and protect the rights of all citizens; and all people, especially women and ethnic minorities, are empowered to claim their rights.


THEORY OF CHANGE: UNDP Human Rights Programme Bangladesh (2016-2020)
ACTIVITIES
OUTPUTS
OUTCOMES
Strenghtening capacities and systems of NHRC and law enforcement authorities through international norms, training, technical support, systems building & data/evidence.*
Creating, coordinating and maintaining networks and partnerships between CSOs/CBOs and national instituitons.*
Supporting human rights awareness raising, especially amongst excluded groups.*
Supporting community-led initiatives for promoting human rights with CSOs/CBOs.*
Cunducting analysis and supporting knowledge generation.*
*Focus on women and ethnic minorities.
At the national level, an enabling environment for promoting and protecting the rights of all, in particular women and ethnic minorities, is strenghtened by:
Capacities of national stakeholders (NHRC, Law Enforcement, Ministry of Education) strengthened, through systems, skills and knowledge.
CSOs/CBOs capacities strenghtened and networks established for effective advocacy and engagment in policy making.
At the community level, strenghtened community dialogue and engagement, especially for women and ethnic minorities.
People know and can claim their rights, especially excluded groups (women and ethnic minorities).
Community leaders, youth leaders and media are engaged as key stakeholders in promoting awareness of rights.
Institutions are made more accesible and responsive to human rights at district level.
A NHRC has the capacity and independence to promote a human rights culture, investigate violations, promote the harmonisation of laws with international human rights standards, advocates and raises awareness of human rights.
The police and law enforcement uphold and promote human rights throughout all districts.
CSOs/CBOs effectively and actively engage in human rights promotion for policy changes and increased human rights culture.
Women and ethnic minorities are more aware of their rights, are included in local policy making and are empowered to claim their rights and can access institutions and services.
A human rights cultue has grown within communities through the media , youth and schools.
Assumptions:
There is political will and commitment within national institutions.
The national context supports an enabling environment.
Adequate and sustainable resources are available.
By 2020, Institutions more effectively serve and protect the rights of all citizens, and all people, especially women and ethnic minorities, are empowered to claim their rights.

Annex 3: Evaluation Matrix template (sample)[22]

Relevant Evaluation Criteria	Key Questions	Specific Sub-questions	Data Sources	Data Collection Methods/Tools	Indicators/ Success Standards	Methods for Data Analysis
Ex) Relevance						

[22] UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use, Page 51, available at http://web.undp.org/evaluation/guideline/index.shtml