

8. Report annexes

Annex I Terms of Reference including key evaluation questions



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 ³³with 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.

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";

³³ 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).

- 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:	<p>(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</p> <p>(CPD Output 2.1) Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues</p> <p>(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</p>	
Targeted Countries	Bangladesh	
Region	Asia Pacific	
Cost Sharing Agreement Signing Date	28 April 2016	
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	

PROJECT INFORMATION

Funding source	SDC, SIDA, DANIDA,
Responsible Parties	UNDP

Currently, the project is running at the ultimate stage of its 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 June 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	<p>This phase is meant to ensure that the consultant is fully prepared before undertaking data collection. It includes:</p> <ul style="list-style-type: none"> • 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 <p>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.</p>	7 Days	Within 2 weeks of signing the contract

Data Collection Phase	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 <p>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 the donor, stakeholders and other relevant partners. The final draft report should be submitted within the given timeline with enough detail and quality.</p>	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 phase³⁴.

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.

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

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 Evaluation³⁵’. The consultant must safeguard the rights and confidentiality of information 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 footnote³⁶. The evaluation team may refer to UNDP’s Dispute and wrongdoing resolution process and contact details³⁷ (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

35 UNEG, ‘Ethical Guidelines for Evaluation’, June 2020. Available at <http://www.uneval.org/document/detail/2866>

36 ‘Pledge of Ethical Conduct in Evaluation of the United Nations System’. Available at <http://uneval.org/document/detail/2866>

37 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>

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)³⁸. 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 Guidelines³⁹. The evaluators consider it carefully while drafting the evaluation report.

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,

³⁸ 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>

³⁹ Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at <http://web.undp.org/evaluation/guideline/index.shtml>

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%	
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

Special Note

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)

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<u>Technical</u>	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
<u>Financial</u>	30%	30
<u>Total</u>	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

Date:

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) ⁴⁰	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 ⁴¹	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			

⁴⁰ 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.

⁴¹ 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 ⁴²	1 (2017) 2 (2018) 1 (2019) 1 (2020) 1 (2021) 6 (2021 Cumulative)	NHRC reports, Programme reports, acknowledgements 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, acknowledgements 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.

⁴²CRC- 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.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	1.4) Number of Human Rights focal points across the Government re-established and that actively participates in the decision-making process including the thematic committee of the NHRC's Human Rights forums.	15 ⁴³	5 (2017) 5 (2018) 5 (2019) 10 (2020) 5 (2021) 30 (2021 Cumulative)	NHRC reports, Government office order, ToRs.
	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, ⁴⁴ Consolidated SOPs ⁴⁵ ii) Fund-allocation from Ministry of Law, Justice and Parliamentary Affairs iii. NHRC Staff/Official ⁴⁶ iv) Build staff capacity ⁴⁷ 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.

⁴³ BNHRC-CDP Closing Report, December 2015, page 39 (Human Rights Focal Point appointed 15)

⁴⁴ 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

⁴⁵ HRP supported NHRC in consolidating SOPs and the consolidated SOPs has been unanimously adopted in the Commission meeting on 31 July 2019.

⁴⁶ 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.

⁴⁷ 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
	1.6) % 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
	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 ⁴⁸	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 ⁴⁹ (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

⁴⁸ Annual Report of the National Human Rights Commission, Bangladesh 2010-2015: <http://nhrc.org.bd/site/page/74b9f308-8a25-4e28-a8cb-fb26daf7d93e/->

⁴⁹ 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.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	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	050.	10 (2017) 10 (2018) 20 (2019) 20 (2020) 40 (2021) 100 (2021 Cumulative)	CSO narrative reports, HR data base
	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.

50 No referral services currently exist.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	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) iii) 50% (2020 Cumulative)	Sample evaluation of projects, challenge fund report, project reports. Monitoring field visits.
	2.7) Number of rights forums jointly undertaken by NHRC thematic committees and CSOs to discuss contemporary human right issues.	07 ⁵¹ (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	4.9% (November 2017)	10% (2017) 10% (2018) 10% (2019)	Survey Report

⁵¹ 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
	CSO/CBOs. and youth leaders.		20% (2020) 30% (2021) 80% (2021 Cumulative)	
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 (2021 Cumulative) (<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.
	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		15% (2020) 30% (2021)	Review of Police reports and ToRs

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	human rights concerns/issue in the post-covid-19 situation.		45% ((2021 Cumulative)	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 minorities actively engaged in Human Rights actions.	November 2017 (Not yet conducted)	100 (2020) 100 (2021) 200 ((2021 Cumulative)	Review of the events calendar and meeting minutes
	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

Outcomes	Outcomes Indicators	Baseline	Target	Data source
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) ⁵²	5% (2017) 10 % (2018) 15% (2019) 20% increase over baseline in 2020 30% (2021) 90% in 2021 Cumulative)	Sample Survey Report. MTR Report
	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

⁵² Baseline Data collected from CSO report.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	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) ⁵³	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 laws/acts/policies	0	0 (2017) 1 (2018)	Government reports.

⁵³ Baseline data collected from NHRC published report in 2016.

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	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 COVID-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

Outcomes	Outcomes Indicators	Baseline	Target	Data source
				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.
	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	TBD	300 (2020) 300 (2021)	Survey report

Outcomes	Outcomes Indicators	Baseline	Target	Data source
	deal with a digitalized case management system		600 (2021 Cumulative)	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
	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:

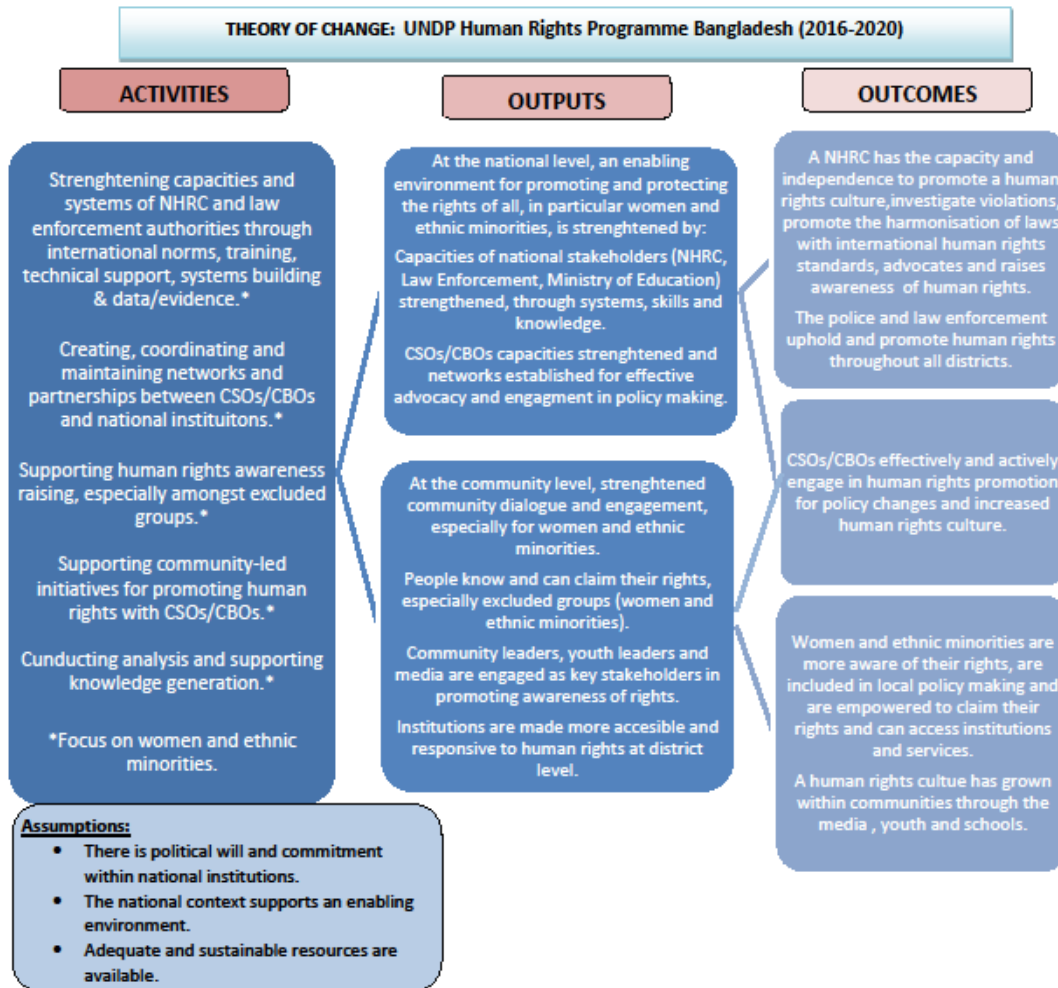
Bangladesh has made significant progress across a number of key development indicators. However, weak governance and limited capacity has held back efforts in justice and human rights, especially amongst excluded groups. Sustainable development cannot be achieved where there are serious and systematic 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.



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)⁵⁴

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

Terms of Reference (ToR)

Hiring National 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

TYPE OF CONTRACT: Individual Contract

POST LEVEL: National Consultant

DUTY STATION: Dhaka (with potential field visits)

⁵⁴ UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use, Page 51, available at <http://web.undp.org/evaluation/guideline/index.shtml>

1. TERMS OF REFERENCE (ToR)

G. Project Title:

Human Rights Programme (HRP)

H. 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 ⁵⁵with 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.

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 –UNDP has taken initiative to formulate another programme, titled Strengthening Institutions, Policies and Services (SIPS) Programme. With support of SDC, the programme aims to support 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.

⁵⁵ 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).

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:	<p>(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</p> <p>(CPD Output 2.1) Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues</p> <p>(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</p>	
Targeted Countries	Bangladesh	
Region	Asia Pacific	
Cost Sharing Agreement Signing Date	28 April 2016	
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 its 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 June 2022.

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

I. 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.

Evaluation results will be

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.

J. Scope of Work and Timeline:

The evaluation team consists of one international consultant (evaluator) and one national consultant (evaluator). The scope of work for the national consultant of this evaluation will be guided by the international consultant and will include but not be limited to:

- support the drafting and finalization of 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);
- contribute to the design of data collection tools (i.e., checklists/semi-structured questionnaires);
- collect qualitative and quantitative data/information using various methods, including desk review, Key Informant Interviews (KIIs), and Focus Group Discussions (FGDs);
- conduct data analysis on data/ information collected, including triangulation;
- support the development of a draft final evaluation report;
- organize a meeting to share draft findings with UNDP and relevant stakeholders to solicit feedback;
- support the revision of the draft report to address necessary feedback;
- Support the finalisation of the final evaluation report

Phase	Scope of work of the Consultant	Number of Days	Timing
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Inception Phase	<p>This phase is meant to ensure that the consultant is fully prepared before undertaking data collection. It includes:</p> <ul style="list-style-type: none"> • Conduct desk review of existing documents, including the project document, strategies, reports, and documents developed by the project, and write-ups on the project initiatives; • Draft 2-page context analysis of human rights situation in Bangladesh, in particular as relevant for the project's stakeholders and beneficiaries; • Support the development of an inception report, including detailed evaluation methodology, evaluation matrix, timeline, and data collection tools; • Support the development of data collection tools (i.e. KII/FGD checklists and semi-structured questionnaires); • Organize an inception meeting to solicit feedback; • Support the revision and finalization of the inception report and data collection tools. 	5 Days	Within 2 weeks of signing the contract
Data Collection Phase	<ul style="list-style-type: none"> • Conduct key Informant Interviews (KIIs)/ Focus Group Discussions (FGDs) with the stakeholders and partners, including the Government of Bangladesh, and share written meeting notes with the international consultant highlighting areas relevant to the evaluation criteria; • Consult with relevant UNDP staff, including the management; • Collect supporting data and information through additional document review if required; • Participate in debriefing to the UNDP CO and the stakeholders on the key findings. 	10 Days	Within 6 weeks of signing the contract
Reporting Phase	<ul style="list-style-type: none"> • With the international consultant, triangulate/ analyze findings from desk review, stakeholders interviews, KIIs, and FGDs; • Contribute to the draft final evaluation report including a detailed context analysis and assessment of the project's alignment with national development priorities, fact-checking, and validation of key findings and recommendations; • Support the revision of the draft evaluation report to incorporate comments and feedback; 	10 Days	Within 12 weeks of signing the contract

K. 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.

L. 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 phase⁵⁶.

⁵⁶ UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation, available at http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

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’⁵⁷. The consultant must safeguard the rights and confidentiality of information 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 footnote⁵⁸. The evaluation team may refer to UNDP’s Dispute and wrongdoing resolution process and contact details⁵⁹ (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, a national evaluator will be responsible for completing the following outputs/deliverables to UNDP Bangladesh as per the agreed work plan:

⁵⁷ UNEG, ‘Ethical Guidelines for Evaluation’, June 2020. Available at <http://www.uneval.org/document/detail/2866>

⁵⁸ ‘Pledge of Ethical Conduct in Evaluation of the United Nations System’. Available at <http://uneval.org/document/detail/2866>

⁵⁹ 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>

v. 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.

vi. 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)⁶⁰. 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 Guidelines⁶¹. The evaluators consider it carefully while drafting the evaluation report.

vii. Presentation/Debriefing:

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

viii. 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.

⁶⁰ 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>

⁶¹ Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at <http://web.undp.org/evaluation/guideline/index.shtml>

I. 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%	
Total days consultant wise	25 days			

J. Travel:

All envisaged travel costs must be included in the financial proposal. This includes costs for field visits. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC

wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon between the respective business unit and Individual Consultant, prior to travel and the cost incurred will be reimbursed.

A detailed work plan needs to be included in the inception report and it will be discussed with UNDP and key stakeholders during the inception phase.

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

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, a national evaluator is expected to closely communicate with the international 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 national evaluator shall prepare/ finalize an evaluation report with the international 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 National 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 5 years of working experience in collecting data and/or implementing 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

Special Note

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
- 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 National Consultant (Maximum 70 points)

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<i><u>Technical</u></i>	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
<ul style="list-style-type: none"> • At least 5 years of experience in collecting data and/or implementing development programmes or projects in the area of 	25%	25

human rights, governance, public policy, rule of law, and/or development		
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
<u>Financial</u>	30%	30
<u>Total</u>	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

Date:

Annex II List of stakeholders consulted

Meeting with CSO and Coalition Members (FGD)

29/06/2022

Dalit Office, Khulna

No	Contact Name(s)	Title	Organization Name	Male	Female
1	Swapon Kumar Das		Dalit-Khulna	1	
2	Jayanta Das		Pally Dalit Shangstha	1	
3	Rai Krishna Das		Pally Dalit Shangstha	1	
4	Apu Das		GPH Youth Development Organization	1	
5	Shyamuel Mondal		Rose Women Development Organization	1	
6	Proshanto Das		GPH Youth Development Organization	1	
7	Rekha Maria Boiragi		DHRUBA		1
8	Golapi Das		Protiva Sangstha		1
9	Gobinda Das		Protiva Sangstha	1	
10	Amal Kumar Das		SBDS	1	
11	Basudeb Das		MUKTI	1	
12	Bikash Kumar Das		Dalit-Khulna	1	
13	Israt Nuay Hossain		Dalit-Khulna		1
14	Subrata Kumar Das		RK	1	
15	Noyan Mondal		RK	1	
16	Bishojit Das		Dalit-Khulna	1	

Interview

29/06/2022 & 30/06/2022

Khulna

No	Contact Name(s)	Title	Organization Name	Male	Female
1	Anup Kumar Mondal	Executive Director	Aparajita	1	
2	Endu Bhusan Sarkar	Panel Lawyer	NHRC-Khulna	1	
3	Nirapad Munda	HRD/ Youth Leader	ISC-Khulna	1	
4	Md. Monirul Islam	Police Inspector	Zila Police, Khulna	1	
5	Massamba Thioye	Manager		1	

Meeting with HRD & Interfaith Leaders
30/06/2022
Khulna

No	Contact Name(s)	Title	Organization Name	Male	Female
1	Ms. Silvi Harun	Chair	Shampriti Forum		1
2	Kalipod Das	Member	Shampriti Forum	1	
3	Muzahid Islam	Member	Shampriti Forum	1	
4	Md. Sabir Khan	Member	Shampriti Forum	1	
5	Narayan Chandra Das	Member	Shampriti Forum	1	
6	Salma Jahan	Member	Shampriti Forum		1
7	Adv. Md. Mominul Islam	Member	Shampriti Forum	1	
8	Krishna Das	Member	Shampriti Forum		1
9	Israt Ara Hira	Member	Shampriti Forum		1
10	Motilal Raut	Member	Shampriti Forum	1	
11	Dipak Sarker	Member	Shampriti Forum	1	
12	Asok Das	Member	Shampriti Forum	1	
13	Radha Rani Das	Member	Shampriti Forum		1
14	Bulu Rani Das	Member	Shampriti Forum		1
15	Gita Rani Das	Member	Shampriti Forum		1

Meeting/ Discussion with Beneficiaries
20/06/2022
Chandanimahal Malo Para, Digholia, Khulna

No	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	Bulbuli Biswas	Beneficiary	Chandanimahal		1
2	Chaina Bhadra	Beneficiary	Chandanimahal		1
3	Kanchan Biswas	Beneficiary	Chandanimahal	1	
4	Mita Sarker	Beneficiary	Chandanimahal		1
5	Shatabdi Biswas	Beneficiary	Chandanimahal		1
6	Biplab Biswas	Beneficiary	Chandanimahal	1	
7	Josna Biswas	Beneficiary	Chandanimahal		1
8	Shubho Das	Beneficiary	Chandanimahal	1	
9	Shanto Das	Beneficiary	Chandanimahal	1	
10	Pagli	Beneficiary	Chandanimahal		1
11	Padma Das	Beneficiary	Chandanimahal		1
12	Arpita	Beneficiary	Chandanimahal		1
13	Ria Das	Beneficiary	Chandanimahal		1
14	Mita Das	Beneficiary	Chandanimahal		1
15	Parbati	Beneficiary	Chandanimahal		1
16	Chinmoyee	Beneficiary	Chandanimahal		1
17	Kanchan	Beneficiary	Chandanimahal	1	
18	Banya	Beneficiary	Chandanimahal		1
19	Khushi	Beneficiary	Chandanimahal		1
20	Sumitra	Beneficiary	Chandanimahal		1
21	Shanti Biswas	Beneficiary	Chandanimahal		1
22	Mukti Das	Beneficiary	Chandanimahal		1
23	Mamoni Das	Beneficiary	Chandanimahal		1

24	Lima Das	Beneficiary	Chandanimahal		1
25	Shikha	Beneficiary	Chandanimahal		1
26	Nilima Biswas	Beneficiary	Chandanimahal		1
27	Shanti	Beneficiary	Chandanimahal		1
28	Anjana	Beneficiary	Chandanimahal		1
29	Arati	Beneficiary	Chandanimahal		1

Meeting with Youth Leaders
30/06/2022
Dalit Hospital Auditorium, Khulna

No	Contact Name(s)	Title	Male	Female
1	Md. Nazrul Islam	Youth Leader	1	
2	Bithika Das	Youth Leader		1
3	Debashish Das	Youth Leader	1	
4	Bijoy Das	Youth Leader	1	
5	Palas Das	Youth Leader	1	
6	Liton Das	Youth Leader	1	
7	Shimul Kumar Das	Youth Leader	1	
8	Shilpi Das	Youth Leader		1
9	Tonusree Das	Youth Leader		1
10	Anamika Das	Youth Leader		1
11	Prosenjit Das	Youth Leader	1	
12	Sagor Das	Youth Leader	1	
13	Tapos Das	Youth Leader	1	
14	Bikash Das	Youth Leader	1	
15	Manosh Das	Youth Leader	1	
16	Shamoli	Youth Leader		1

17	Shiluly Baidya	Youth Leader		1
18	Dipa Sarker	Youth Leader		1
19	Arati	Youth Leader		1
20	Redoy Das	Youth Leader	1	
21	Taposi Das	Youth Leader		1
22	Dip Kumar Das	Youth Leader	1	
23	Sangita Das	Youth Leader		1
24	Maloti Das	Youth Leader		1
25	Raju Das	Youth Leader	1	
26	Shimul Gazi	Youth Leader	1	
27	Mitu Roy	Youth Leader	1	
28	Anajali Barman	Youth Leader		1
29	Sajib Das	Youth Leader	1	
30	Arnob Sarker	Youth Leader	1	
31	Pragyan Anthony Das	Youth Leader	1	
32	Hridoy Das	Youth Leader	1	
33	Borsha Das	Youth Leader		1
34	Suchinda Das	Youth Leader		1
35	Fulmala Das	Youth Leader		1
36	Radha Das	Youth Leader		1
37	Bilash Das	Youth Leader		1
38	Shotorupa Das	Youth Leader		1
39	Lakshi Das	Youth Leader		1
40	Shilpi Gain	Youth Leader		1
41	Protasha Das	Youth Leader		1
42	Sandip Kumar Das	Youth Leader	1	
43	Shilpi Das	Youth Leader		1

Meeting with Interfaith Leaders (FGD)

03/07/2022

Gaibandha

No	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	Anjali Rani Debi	Member	Inter-faith Community		1
2	Kumkum Khatun	Member	Inter-faith Community		1
3	Ahaduzzaman Rimu	Member	Inter-faith Community	1	
4	Sajeda Parvin Runi	Member	Inter-faith Community		1
5	Md. Abdul Khaleque	Member	Inter-faith Community	1	
6	Sri Gouro Chandra	Member	Inter-faith Community	1	
7	Asok Shaha	Member	Inter-faith Community	1	
8	Ujjol Chakrabarty	Member	Inter-faith Community	1	
9	Raju	Member	Inter-faith Community	1	

Discussion with Human Rights Forum (CSO Coalition)

03/07/2022

Gaibandha

No	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	Md. Musharraf Hossain	District Coordinator	BRAC	1	
2	Ms. Lipi Khatun		Palli Agrabati Sangstha		1
3	Md. Shahadat Hossain	Executive Director	USS Gaibandha	1	
4	Mst. Momota Begum	Executive Director	Sonali Kalyan Sangstha		1
5	Mst. Kajol Rakha	Executive Director	Bacchohati Sustho Mohila Kalyan Samity		1
6	ATM Mahbub Alam	Executive Director	SEBA, Sadullapur	1	
7	Sushanto Kumar Chaki	Executive Director	Destitute Welfare Organization	1	
8	Md. Abu Taukder	Executive Director	Ganochetona	1	
9	Ashraful Alam		SKS	1	

10	Aminul Islam		BDMKS	1	
11	Md. Ataur Rahman		Uddyog Foundation	1	
12	Mursho		SMS	1	
13	Farid Ahmed		WDP	1	
14	Sharmin Sultana		USSB		1
15	Probir Chakroborty	Executive Director	Abalamban	1	
16	Md. Shariful Islam		SAIOS	1	

Discussion with Youth Group/ Youth Leaders

No	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	Kumari Saraswati Rani	Youth Leader	Hilali Para		1
2	Mollika Rani Tambuli	Youth Leader	Bhairopara		1
3	Purnima Rani Tambuli	Youth Leader	Bhairopara		1
4	Rima Soren	Youth Leader	Goalpara		1
5	Merijen Murmu	Youth Leader	Changura		1
6	Shima Bisaku	Youth Leader	Goalpara		1
7	Ratna Rani Tambuli	Youth Leader	Bhairopara		1
8	Sonali Mardi	Youth Leader	Bhairopara		1
9	Shamol Baske	Youth Leader	Roghunathpur	1	
10	Shushanna Kinku	Youth Leader	Goalpara	1	
11	Adori	Youth Leader	Goalpara		1
12	Sajal Das	Youth Leader	Tollapara	1	
13	Luksh Kisku	Youth Leader	Goalpara	1	

Meeting with Beneficiaries
04/07/2022
Gobindoganj, Gaibandha

No	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	Lalita Murmu	Beneficiary	Changura		1
2	Mina Hashda	Beneficiary	Changura		1
3	Agastina	Beneficiary	Changura		1
4	Romana Baske	Beneficiary	Changura		1
5	Lalita Mardi	Beneficiary	Changura		1
6	Andrika Tudu	Beneficiary	Changura		1
7	Komola Murmu	Beneficiary	Changura		1
8	Srabonti Mardi	Beneficiary	Changura		1
9	Shyamoli Minji	Beneficiary	Changura		1
10	Minoti	Beneficiary	Changura		1
11	Budoni	Beneficiary	Changura		1
12	Menotii Tudu	Beneficiary	Changura		1
13	Sabina	Beneficiary	Changura		1
14	Olivia	Beneficiary	Changura		1
15	Onjona Soren	Beneficiary	Changura		1

Discussion with HRD and Social Activists (FGD)

04/07/2022

Abalamban, Gaibandha

No	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	Probir Chakraborty	HRD	Abalamban	1	
2	Adv. Faruk Kabir	Advocate	Gaibandha District Bar	1	1
3	Khilon Rabidas		BRF/ BDREM	1	
4	Adv. Kushalashish Chakraborty	Advocate	Gaibandha District Bar	1	

5	Wazim Rahman	President	Paribesh Andolon Gaibandha	1	
6	Golam Rabbani	HRD		1	
7	Sirajul Islam Babu	Advocate and Secretary General	Gaibandha Bar Association	1	
8	Zahangir Kabir		Samajik Sangram Parishad	1	
9	Anjali Rani Debi	HRD			1

Interviews taken in Dhaka and Online

No	Date	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	31/07/22	Ms. Nasima Begum, NDC	Chairman	NHRC		1
2	31/07/22	Kazi Arfan Ashik	Director (HRP Focal)	NHRC	1	
3	01/08/22	Mr. Sayed Tofazzal Hasan	Director (In-Charge)	NLASO	1	
4	21/07/22	Mr. Md. Golam Rasul	MDS (Academic and Research)	Police Staff College	1	
5	21/07/22	Dr. Md. Shahjahan	Director (Research and Publications)	Police Staff College	1	
6	21/07/22	Md. Matiur Rahman Sheikh	Director (Training)	Police Staff College	1	
7	02/08/22	Ms. Tahia Rahman		CMMS		1
8	07/08/22	Mr. Sayed Tarikul Islam	Secretary General	BCRA & ACLAB	1	
9	07/08/22	Ms. Sangita	Asst Director (Program)	ACLAB		1
10		Fatema Doha	Scheduled on Monday			1
11	21/08/22	Ms. Paola Castro Neiderstam	Program Specialist, HR, Democracy and Gender Equality	Embassy of Sweden		1
12	21/08/22			Embassy of Sweden		1
13	21/08/22	Ms. Sabina Yasmeim Lubna	Programme Manager	Embassy of Switzerland		1
14	15/08/22	Ms. Van Nguyen	DRR	UNDP		1

FGD with UNDP

No	Date	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	15/08/22	Taslima Islam	Programme Coordinator	UNDP		1
2	15/08/22	Mong Sing Neo	Programme Officer	UNDP		1
3	15/08/22	Lubna Yasin	Investigation and HR Expert	UNDP		1
4	15/08/22	Bithika Hasan	Gender Expert	UNDP		1
5	15/08/22	Shankor Paul	Communities & Minorities Expert	UNDP	1	
6	15/08/22	Oli Abdullah Chowdhury	Communication Expert	UNDP	1	
7	15/08/22	Mollah Sayedur Rahman	Monitoring & Evaluation Expert	UNDP	1	
8	15/08/22	Durlov Chowdhury	Finance & Admin Associate	UNDP	1	
9	15/08/22	Nandan Chandra Paul	Programme Assistant	UNDP	1	

FGD with HRDs

No	Date	Contact Name(s)	Title	Organization Name/ Address	Male	Female
1	27/07/22	Mr. Madhab Dutta	ED	SoDesh-Satkhira	1	
2	27/07/22	Mr. Rajkumar Shaw	ED	ASUS	1	
3	27/07/22	Nyo Khaine	HRD	Cox's Bazar		1
4	27/07/22	Kazi Masuduzzaman	HRD	Sirajganj	1	

Annex III Overview of Effectiveness per Output

Output	with	Associated	Outcome	with	Achievement
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indicators/targets with baselines as defined in the Project Document RRF	indicators as defined in the final revised M&E framework	
Output 1: Strengthened capacity of the National Human Rights Commission to deliver on its mandate	Outcome 1: The National Human Rights Commission (NHRC) can more effectively deliver on its mandate.	
1. Ten forums undertaken by NHRC/thematic working groups Baseline: Ad hoc (no formal meetings/forums have been undertaken) 2. 25 MoUs with CSO/CBOs Baseline: 3 3. 50% of human rights defenders are satisfied with NHRC's support and performance. Baseline: 300 HRDs were trained in the past 4 years 4. 15 legal advices in	Outcome indicators with targets: The extent to which the NHRC's legal framework and operation are aligned to the Paris Principles (ICC) target: 3 (composite indicator based on Paris Principles criteria) Percentage of NHRC clients expressing satisfaction in the complaint's mechanism of the NHRC. target: At least 50 % clients indicating the services to be moderate – good ⁶²	NHRCB has reviewed the NHRC Act 2009 and submitted to the Ministry of Law, Justice and Parliamentary Affairs and following-up on the amendment. Target partially met Clients express their satisfaction- Very Satisfied: 5.88 %, Satisfied; 82.35 %, Dissatisfied: 11. 76 %, (July 2021). Target exceeded

⁶² ToR for the international evaluator provides the following targets: 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)

In any case, there is overachievement of this target, even with the higher target percentage.

<p>Bangla produced and disseminated Baseline: 0 5. Annual increase of human rights cases registered with the NHRC as a result of increased awareness of the NHRC Baseline: 300% increase in 2014 6. Eight multi stakeholder national campaigns Baseline: 1 campaigns in 2014 7. 50% of NHRC staff feel they are able to do a better job following trainings. Baseline: No ongoing training provided) 8. Six SOPs adopted Baseline: 1 9. NHRC has established cooperation with other minority CSOs Baseline: No</p>	<p>Output indicators:</p> <p>Number of submissions made by NHRC-B to international human rights instruments /mechanisms (Human rights council, UPR, treaty bodies and special procedures target: 5⁶³</p> <p>Number of dialogues/ consultations held by NHRC with government authorities and CSOs for preparation of reports to international Human Rights mechanisms. target: at least 10⁶⁴</p> <p>Number of recommendations made by rights forums of NHRC on legislative, policy advice or procedural changes. (M&E framework reads: % of recommendations made by rights forums that have resulted in implementation or policy advice or procedural changes with a</p>	<p>NHRC submitted 5 reports to international human rights mechanisms e.g., human rights council on UPR, treaty bodies and special procedures. The reports included Information/statement on ICCPR; Information/statement on CMW, 3rd Cycle UPR, VNR for SDGs and ICESCR prepared in December 2018. Target met</p> <p>NHRC organized 11 dialogue/ consultation with government authorities and CSOs for preparation of reports to international Human Rights mechanisms. Target met</p> <ul style="list-style-type: none"> - With support of HRP, NHRC submitted the draft rules under the Child Marriage Restraint Act 2017 which was passed in 2018 incorporating the 66% recommendations of NHRC. - The Child Marriage Restraint Act 2017 which has contribution of CDP (previous phase of HRP) incorporated the recommendations of NHRC. - The draft on the Anti-discrimination legislation submitted to the Ministry of Law,
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⁶³ The target has been reduced by one report compared to the targets listed in the ToR for the international evaluator

⁶⁴ The target has been reduced by five compared to the target listed in the ToR for the international evaluator (which noted cumulatively 15 dialogues/consultations by 2021)

	target of at least 50%) ⁶⁵	<p>Justice and Parliamentary Affairs in 2017. And the Cabinet approved the draft in 2022.</p> <p>- National Inquiry into violence against women and children with a focus on rape – 36 recommendations with action plan has been drafted. The report will be shared with the stakeholders and be submitted to the Government.</p> <p>Target partially met.</p>
	<p>Number of Human Rights focal points across the Government re-established and that actively participates in the decision-making process including the thematic committee of the NHRC's Human Rights forums.</p> <p>target: 25 (annually)⁶⁶</p>	<p>88 Human Rights Focal Desks of the Government has been reactivated and oriented on human rights mechanisms.</p> <p>Target exceeded</p>
	Extent to which NHRC has	i) 15% (Dec 2020). A consolidated SOP has been

⁶⁵ The following indicator was removed in the final matrix of the End of Phase Report, compared to the matrix presented in the ToR for the international evaluator: Number of recommendations made by national stakeholders (including private sector) for legislative, policy procedures, services, and practices in post-COVID 19 situation

Target: 3 (2020)

3 (2021)

6 (2021 Cumulative)

⁶⁶ The ToR for the international evaluator noted a target of 30. This target has not been met in any case.

	<p>demonstrated a proactive approach in</p> <ol style="list-style-type: none"> 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. <p>target: i) 80%, ii) 80%⁶⁷</p> <p>% of trained human rights defenders who have reported a human rights situation or violation to NHRC.</p> <p>target: 50% of the HRDs trained⁶⁸</p> <p>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)</p>	<p>placed to NHRC in 2019.</p> <p>ii)Fund: From the allocated budget from the Ministry of Law, Justice and Parliamentary Affairs, in 2019-2020 NHRC has been allocated BDT 7,40,37,000.00.</p> <p>iii)Staff: NHRC has total 63 staff.</p> <p>iv)Staff capacity building: The staff were orientation accordingly.</p> <p>v) Outreach: NHRC has 4 regional offices throughout the country. Khulna, Rangamati, Cox's Bazar & Gopalganj.</p> <p>Target partially met.</p> <p>HRP has increased the capacity of HRDs in human rights monitoring and reporting through providing trainings. So far, 17% of trained human rights defenders have reported a human rights situation or violation to NHRC.</p> <p>Target partially met</p> <p>Total 5 human rights situation analysis reports (annual) have been produced by NHRC based on evidence-based data and information (generated from CMS data, media monitoring, and field investigation).</p> <p>Target met</p>
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⁶⁷ The ToR for the international evaluator noted 100% on both items as a target.

⁶⁸ The ToR for the international evaluator presented a target of 70% cumulatively by 2021. This target has not been met in any case.

	target: 5 ⁶⁹	
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Output with indicators/targets with baselines as defined in the Project Document RRF	Associated Outcome with indicators as defined in the final revised M&E framework	Achievement
Output 2: Enhanced capacity of civil society and community based organisations to engage in human rights advocacy and awareness raising	Outcome 2: CSO/CBOs raise human rights awareness and promote a human rights culture. (HRP output 2)	

⁶⁹ This target was decreased by one report, compared with the matrix in the ToR for the international evaluator. This target has not been met in any case.

<p>10. NHRC human rights CSO database established Baseline: No database exist</p> <p>11. Bi-annual meetings held with CSOs at the divisional and district level Baseline: It is currently ad hoc</p> <p>12. Percentage of HRDs that are more active following an improved online network Baseline: Human rights defender's Facebook is functioning but need support with more content and active registration process</p> <p>13. Twenty coalitions are formed to advance human rights initiatives following grants provided through the challenge fund. Baseline: No coalitions and challenge fund exist</p> <p>14. No of training and meetings with UP and</p>	<p>Number of human rights legislative or policy consultations between Government and CSO/CBOs resulting implementation or policy advice or procedural changes.</p> <p>target: 1 (2017) 1 (2018) 2 (2019) 1 (2020) 1 (2021) 6 (2022 Cumulative)</p> <p>% of trained CSOs reporting on international obligations of Bangladesh under selected treaties and UN special procedure.</p> <p>target: 10% (2017) 10% (2018) 20% (2019) 10% (2020) 20% (2021) 20% (2022)⁷⁰</p> <p>% Beneficiary of HRP belong to</p>	<p>7 (Seven) human rights legislative or policy consultations between Government and CSO/CBOs consultations held regarding implementation or policy advice or procedural changes so far.</p> <p>Target exceeded.</p> <p>21% (8 out of 39) trained CSOs and 4% HRDs (7 out of 183) submitted report to UN Human Rights Mechanism.</p> <p>No clear data on target attainment.</p>
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⁷⁰ The 2022 target was added based on the End of Phase Report, while the matrix in the ToR for the international evaluator noted a cumulative percentage of 70%

CSO/CBOs where human rights issues are addressed has increased Baseline: 0	LNOB category 10% (2020) 20% (2021) 50% ((2022 Cumulative) ⁷¹	HRP has successfully incorporated 47% marginalized groups (Ethnic, Dalits and excluded minorities) Target met
	Output indicators: Number of HR victims benefiting from legal aid and /or referral services including psycho-social services target: 10 (2017) 10 (2018) 20 (2019) 20 (2020) 40 (2021) 100 (2022 Cumulative)	305 victims of human rights violations have benefitted from legal aid and /or referral services including psycho-social services provided by district legal aid offices so far. Target exceeded

⁷¹ The 2022 target was added based on the End of Phase Report, while the matrix in the ToR for the international evaluator noted a cumulative percentage of 30% until 2021. If considering the ToR matrix, the target has been exceeded.

	<p>Number of CSO coalitions formed under the support of HRP (including challenge fund) to improve Human Rights situation at grass roots level.</p> <p>target:</p> <p>5 (2017)</p> <p>5 (2018)</p> <p>10 (2019)</p> <p>20 (2020)</p> <p>20 (2021)</p> <p>60 (2022 Cumulative)</p>	<p>HRP provided total 70 Small grants to 46 CSOs /CSO coalitions.</p> <p>Target exceeded</p>
	<p>Numbers of CSOs/CSO Coalitions produced and submitted HRV report and /or HR situation reports to NHRC and other platforms</p> <p>target:</p> <p>10 (2020)</p> <p>10 (2021)</p> <p>20(2022 Cumulative)</p>	<p>45 CSOs and 11CSOs coalition produced and submitted HRV incident report and human rights situation reports accordingly to NHRC and local administration</p> <p>Target exceeded.</p>
	<p>Number of Human Rights Defenders' active in online/offline networking and joint platform</p> <p>target:</p> <p>50 (2017)</p> <p>50 (2018)</p> <p>100 (2019)</p>	<p>HRP developed capacity of 459 Human Rights Defenders (Male-346 and Female-113) in 22 districts, who are playing active roles in online /offline networking and joint platform to monitor and report on human rights situation.</p> <p>Target exceeded</p>

	35 (2022) Cumulative) ⁷² Number of students with increased awareness of human rights as a result of school campaigns with CSO/CBOs. and youth leaders. target: 10% (2017) 10% (2018) 10% (2019) 20% (2020) 30% (2021) 80% (2022 Cumulative)	37339 students out of 42750 students from 95 schools have increased awareness of human rights as a result of school based human rights sessions and campaign, means 87% students awareness increased on human rights as a result of school campaigns with CSO/CBOs. and youth leaders Target exceeded.
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Output with indicators/targets with baselines as defined in the Project Document RRF	Associated Outcome with indicators as defined in the final revised M&E framework	Achievement
Output 3: Enhanced capacity of law enforcement agencies, in particular police, on human rights issues	Outcome 3: Law enforcement, in particular the police, upholds and promotes human rights. (HRP Output-3)	

⁷² The cumulative value in the ToR for the international evaluator does not add up correctly. The cumulative value in the End of Phase Report is correct.

1. One Candidate identified per district Baseline: 0	Number of cases reported against law enforcement agencies and police to NHRC.	NHRC received total 161 cases of human rights violations perpetrated by law enforcing agencies.
2. Two training sessions held for each human rights champion Baseline: 0	target: 10% (2017) 10% (2018) 10% (2019)	The targets set against the unit of measure of the indicator are not coherent, hence, not allowing comparison with the achievement.
3. Online network established via social media Baseline: 0	20% (2020) 20% (2021)	
4. Human rights champions have engaged in human rights events Baseline: 0	70% of total cases (2022Cumulative) (<2% per year)	
5. Mapping of intervention complete	Number of targeted CSOs and HRDs expressing their satisfaction on the role of coordination by the law enforcement officers	The perception survey found that work performance of Bangladesh police for the poor over the past 5/6 years is now satisfactory and even improved in comparison to baseline survey.
6. NHRC actively invites local police to human rights events and campaigns Baseline: 0	target: 10% increase (2017) 10% increase (2018) 20% increase (2019)	Lack of quantitative data corresponding to the target units to assess the specific progress
7. Two meetings held a year with NHRC, Police and CSO attendance Baseline: 0	10% (2020) 25% (2021) 25% (2022) ⁷³	
8. Human rights desk TOR developed in cooperation with Police Baseline: No	Output indicators: % of human rights focal points actively engaged in human rights initiatives and actions in the post-covid-19 situation.	Total 25 focal points were nominated while 21 (84%) were actively engaged in human rights initiatives and actions.
9. Human rights desks		

⁷³ The ToR for the international consultant notes a cumulative value of 75% increase in satisfaction until 2021, while this is omitted in the End of Phase Report.

established at district level Baseline: 0	target: 15% (2017) 15% (2018) 15% (2019) 30% (2020) 25% (2021) 25% (2022) ⁷⁴	In 2021 at least 5 focal points are actively engaged in human rights initiatives and actions. Target partially met.
	% of trained LEA Officials actively engaged in human rights actions and effectively dealt with human rights concerns/issue in the post-covid-19 situation. target: 15% (2020) 30% (2021) 45% ((2022)	Some of the trained police officials have been actively engaged in human rights actions particularly in the COVID-19 situation. Lack of quantitative data corresponding to the target units to assess the specific progress
	% 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. target: 3% increase (2017) 10 % increase (2018) 10 % increase (2019)	Total 1508 police (Male 1186 & Female 322) have strengthened their conceptual understanding and enhanced their sensitization to fundamental human rights and gender related concerns as well increased level of understanding on human rights protection and their role to promote in compliance with national and international human rights standards. Lack of quantitative data corresponding to the target units to assess the specific progress

⁷⁴ A cumulative percentage of 100% was envisaged in the matrix of the ToR for the international consultant, for 2021.

	10% (2020) 30% (2021) 30% (2022) ⁷⁵	
	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. target: 04 (2020) 04 (2021) 03 ((2022) ⁷⁶	Total 29 times police officials took part in human rights dialogue with NHRC, CSO, Judiciary and others. Target exceeded.
	⁷⁷ Numbers of police officials from the ethnic, excluded, and other minorities actively engaged in Human Rights actions. target: 100 (2020) 100 (2021)	Total 60 police officials from the ethnic, excluded, and other minorities actively engaged in Human Rights actions so far. Target partially met.

⁷⁵ The ToR for the international consultant notes a cumulative value of 30% reached by 2021.

⁷⁶ The ToR for the international consultant provides a cumulative value of 8 human rights dialogues until 2021. The target has been exceeded in any case.

⁷⁷ An indicator from the ToR for the international consultant has been omitted in the End of Phase Report: % 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
Target: 10% (2017)

10% (2018)

10% (2019)

20 % (2020)

50% (2020 Cumulative)

	210 ((2022) ⁷⁸	
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Output indicators/targets with baselines as defined in the Project Document RRF	Associated Outcome with indicators as defined in the final revised M&E framework	Achievement
Output 4: Strengthened capacity of NHRC and other national stakeholders to better protect and promote women's rights	Outcome 4: NHRC and national stakeholders better protect and promote women's right	

⁷⁸ A cumulative figure of 200 was set as a target until 2021 in the ToR for the international consultant.

<p>1. NHRC women's rights priority developed Baseline: 0</p> <p>2. Media strategy formulated Baseline: 0</p> <p>3. Two National Campaign supported through NHRC Baseline: One campaign in 2014</p> <p>4. 25 key schools identified Baseline: 0</p> <p>5. 100 Ministry officials trained Support campaigns Baseline: 0</p> <p>6. Five year plan established Baseline: 0</p> <p>7. NHRC undertaken training with 10 Shadow Panchayet's Baseline: 0</p>	<p>Number of cases that the NHRC and legal aid offices provided legal assistance/advise to women and girls victims of violence.</p> <p>target: 1 (2017) 5 (2018) 10 (2019) 30 (2020) 54 (2021) 50 (2022) 150 (2022 Cumulative)⁷⁹</p> <p>% of women population who understands and are aware of their rights as a human being and as women.</p> <p>target: 10% (2017) 20% (2018) 20% (2019) 20 % (2020) 20% (2021) 10% (2022) 100% (2022 Cumulative)⁸⁰</p> <p>Output indicators: % Students, adolescents and youth that have a better understanding on women and girl's rights as a result of campaigns.</p> <p>target: 5% (2017)</p>	<p>NHRC and legal aid offices provided legal assistance/ advice to total 1,022 cases violence against women and children.</p> <p>Target exceeded.</p> <p>49% women have advance level of understanding and become aware about their rights and safety concerns as a result of engaging with the women safety in public places campaign.</p> <p>Target partially met.</p> <p>The understanding of 82.5% of students on human rights and women's rights increased compared to a baseline (sample size: 3125 students) of 48.8%. The BraveMen campaign resulted in transformation from toxic to positive masculinity among 92.8% of adolescent boys compared to a baseline of 41.1%.</p>
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⁷⁹ The ToR for the international evaluator provides for a cumulative figure of 100 cases by 2021. In any case, this target has been exceeded by far.

⁸⁰ The ToR for the international evaluator provides for a 90% cumulative value until 2021. This is a rather unrealistic projection and the face value of achieving 49% awareness in itself is excellent, but unfortunately, needs to be scored as target not met, since the projection is very high.

	10 % (2018) 15% (2019) 20% increase over baseline in 2020 30% (2021) 30% (2022) ⁸¹	On the other hand, 39% student, adolescents and youth (245 students and youths) have better understanding on women and girls rights as a result of participating in the participatory situation analysis of the Women Safety in Public Places (WSPP) campaign held in 10 districts in Bangladesh. Target met.
	Number of policy recommendations made as a result of research findings and rights dialogues on women rights and GBV. with stakeholders: Bangladesh Women Police Network, VSU, Women Judges Network and CSO/CBOs. target: 1 (2017)	Total 43 recommendations were made to different ministries. Out of those, 36 policy recommendations were made to the different ministries (i.e Law Ministry, MOWCA, MOHA, Ministry of Health, Ministry of Education, Ministry of Social Welfare, Ministry of Religion, Ministry of Information, Ministry of ICT, Ministry of Local Government) to take necessary measures to address GBV. The recommendations have gathered from NHRC's National Inquiry report on violence against women

⁸¹ The ToR for the international evaluator notes the following targets: 5% (2017)

10 % (2018)

15% (2019)

20% increase over baseline in 2020

30% (2021)

90% in 2021 Cumulative)

However, the figures from the EPR do not add up to 100% hence the evaluator decided to take the 2021 cumulative value into consideration and assess this output as achieved, given the high results.

<p>2 (2018) 1 (2019) 4 (2020) 7 (2021) 1 (2022) 16 (2022 Cumulative)⁸²</p> <p>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. target: 20% (2017) 20% (2018) 20% (2019) 20 % (2020) 20% (2021) 100 % (2022 Cumulative)</p> <p>Number of children engaged in child labour enrolled in education. target: 200 (2020) 200 (2021) 400 (2022)⁸³</p>	<p>(with particular focus on rape) conducted with the support of HRP-UNDP. In addition, 7 policy recommendations were made as a result of research findings and rights dialogues on women rights and GBV with stakeholders: Bangladesh Women Police Network, Women Judges Network and CSO/CBOs. Target exceeded.</p> <p>Total 215 complaints of women rights violations submitted to the NHRC by the Committee on Violence Against Women and Children (NNPC) and CSOs/CBOs as of June 2021 which were given solutions or referral by NHRC.</p> <p>Lack of quantitative data corresponding to the target units to assess the specific progress</p> <p>145 children engaged in child labour withdrawn and enrolled in education by the intervention of the CSO coalition in Habiganj district</p> <p>Target partially met.</p>
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⁸² The ToR for the international evaluator provides for a cumulative target of 15 until 2021. In any case, this target has not been met.

⁸³ The ToR for the international evaluator provides for a cumulative value of 400 reached until 2022. The target has not been met in any case.

	Number of women able to participate in family income and decisions. target: 100 (2020) 300 (2021) 400 (2022)) ⁸⁴	535 women able to participate in family income and decision (235 women are earning through sewing and 300 are engaged with dairy, poultry rearing, vegetable gardening). Target exceeded.
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Output indicators/targets with baselines as defined in the Project Document RRF	Associated Outcome with indicators as defined in the final revised M&E framework	Achievement
Output 5: Strengthened capacity of national stakeholders to better protect and promote the rights of ethnic minorities	Outcome 5: NHRC and national stakeholders better protect and promote the rights of ethnic minorities. (HRP Output-5)	

⁸⁴ The ToR for the international evaluator provides for a cumulative value of 400 reached until 2022. The target has not been met in any case.

<p>1. Four meetings held with IPs at the regional, divisional and district level Baseline: 4</p> <p>2. Three Caucus fact finding missions and legislative drafting supported by NHRC and UNDP Baseline: 0</p> <p>3. Research undertaken on the rights of plain-land ethnic minority communities Baseline: 0</p> <p>4. 20% increase in number of ethnic minorities and community radio collaborating Baseline: No mapping has been conducted</p> <p>5. 120 Youth leaders identified and trained Baseline: 0</p> <p>6. X% increase in meetings between IPs and UPS Baseline: TBC</p> <p>7. Needs assessment of Ethnic minority Youth undertaken Baseline: No needs</p>	<p>% of ethnic and excluded minority populations aware of their human rights and as per international human rights instruments.</p> <p>target: 5% (2017) 5% (2018) 5% (2019) 5 % (2020) 10% (2021) 30 % increase from Baseline (2022 Cumulative)</p> <p>Number of international instruments/ national laws/acts/policies on the rights of ethnic minority and other vulnerable groups adopted and implemented by government.</p> <p>target: 0 (2017) 1 (2018) 1 (2019) 1 (2020) 1 (2021) 4 (2022) Cumulative)</p> <p>Output indicators: % Collaborations between the NHRC, parliamentary caucus and CSOs/CBOs that have resulted in at least one policy initiative or</p>	<p>31% ethnic and excluded minorities have increased awareness on human rights as per international human rights instruments. (124, 501 people out of 406,6 71).</p> <p>Target exceeded.</p> <p>05 national laws/acts/policies on the on the rights of ethnic minority and other vulnerable groups submitted to government, which are under process for adoption and implementation. The Rules, 2018 under Child Marriage Restraint Act, 2017 is already adopted by government. The Anti-Discrimination Act adopted by the Cabinet of the Government in 2022.</p> <p>Target partially met</p> <p>100% collaborations (10 out of 10 resulted in policy initiatives or campaign) between the NHRC, parliamentary caucus and CSOs/CBOs have resulted in at least one policy initiative or campaign on ethnic</p>
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assessment has been produced	<p>campaign on ethnic and excluded minority rights. target: i) 10% (2017) ii) 10% (2017) i) 10% (2018) ii) 10% (2018) i) 10% (2019) ii) 10% (2019) i) 10% (2020) ii) 10% (2020) i) 10% ii) 10% increase (2021) i) 10% ii) 10% increase (2022)⁸⁵</p> <p>⁸⁶Number of community radio stations broadcasting minority language programming and rights education programmes. target: 1 (2017)</p>	<p>and excluded minority rights. Target exceeded.</p> <p>17 Community Radios stations and Bangladesh Betar received support from HRP for broadcasting minority language programming and rights education programmes Target met.</p>
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⁸⁵ The ToR for the international evaluator notes a cumulative target of 50% increase. The target has been met in any case.

⁸⁶ The ToR for the international evaluator includes an additional indicator with target, which was not reported on in the ERP: 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 COVID-19 situation.

Target: 0 (2017)

1 (2018)

1 (2019)

3 (2020)

15 (2021)

(2021 Cumulative)

	<p>2(2018) 2(2019) 0 (2020) 5 (2021) 17 (2022 Cumulative)⁸⁷</p> <p>% of youth leaders trained have become active in transforming their leadership role to promote the rights of ethnic, excluded and other LNOB category people. target: 15% (2017) 20% (2018) 25% (2019) 10% (2020) 10% (2021) 10% (2022)⁸⁸</p> <p>Number of ethnic, excluded and LNOB category peoples' representatives included and active in the local decisions making structure/platform (including LGIs standing committees). target: 20 (2017) 20 (2018)</p>	<p>73.5% youth leaders trained have become active in transforming their leadership role to promote the rights of ethnic, excluded and other LNOB category people.</p> <p>Target met</p> <p>344 ethnic, excluded and LNOB category peoples' representatives (M-164, F-180) included and active in the local decisions making structure/ platform including LGIs standing committees.</p> <p>Target exceeded.</p>
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⁸⁷ The ToR for the international evaluator provides a cumulative target of 5 by 2021. The target has been met in any case.

⁸⁸ The ToR for the international evaluator provides a cumulative target of 70% by 2020. The target was met in any case.

	30 (2019) 30 (2020) 50 (2021) 150 (2022) Cumulative) No. of interfaith leaders trained and transforming their role in promoting peace, tolerance, and harmony in the society in the post COVID-19 situation target: 50 (2019) 100 (2020) 100 (2021) 250 (2021 Cumulative)	175 interfaith leaders trained and transforming their role in promoting peace, tolerance, and harmony in the society in the post COVID-19 situation. Target partially met.
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Associated Outcome with indicators as defined in the final revised M&E framework:	Achievement
6. Strengthened capacity and coordination of justice sector institutions to better justice delivery and remedies to all citizens including LNOB people.	
Outcome level indicators	
6.1: % of pending cases disposed of the Nari Shishu Nirjaton DamanTribunal.	Nationwide survey has been conducted on all the Nari Shishu Nirjaton Daman Tribunals (Women and Children Repression Prevention Tribunal) to identify the pending

target: 20% (2021 Cumulative)	<p>case data and gaps, challenges to ensure timely disposal of cases till July 2022</p> <p>Lack of quantitative data at the time of evaluation to assess achievement.</p>
<p>6.2: % of LNOB category people have increased access to quality legal aid services.</p> <p>target: 10% (2020) 20% (2021) 20% (2022)</p>	<p>9.9% of LNOB category people have increased access to quality legal aid services.</p> <p>Target partially met.</p>
Output level indicators	
<p>6.3: Number of judges and public prosecutors have adequate knowledge to deal with a digitalized case management system</p> <p>target: 300 (2020) 300 (2021) 600 (2022 Cumulative)</p>	<p>4432 Number judges and public prosecutors have adequate knowledge to deal with a digitalized case management system</p> <p>Target exceeded.</p>
<p>6.4: % of pending cases reduced in the lower court cases (Nari o Shishu Nirajotn Daman Tribunal)</p> <p>target: 5% (2020) 10% (2021) 10%⁸⁹ (2022 Cumulative)</p>	<p>Nationwide survey has been conducted on all the Nari Shishu Nirjaton Daman Tribunals (Women and Children Repression Prevention Tribunal) to identify the pending case data and gaps, challenges to ensure timely disposal of cases till July 2022 in coordination with BWJA</p> <p>Lack of quantitative data at the time of evaluation to assess achievement.</p>

⁸⁹ The ToR for the international evaluator notes a cumulative figure of 15% for 2021.

<p>6.5: Number of policy recommendations made on reduction of VAW cases followed up by NJCC, DJCC target:</p> <p>1 (2020) 2 (2021) 3 (2022 Cumulative)</p>	<ul style="list-style-type: none"> - Amendment of the Evidence Act in digital evidence submission has been pledged to Ministry of Law and Parliamentary Standing Committee for Law and Justice. - The Study from the nationwide survey on Women and Children Repression Prevention Tribunal made few significant policy recommendations: <ul style="list-style-type: none"> i) Enactment of Victim and witness protection law ii) Amendment of Women and Children Repression Prevention Act 2000 to incorporate the digitization of concerned criminal justice procedures related to GBV. iii) To assign separate high court Bench to exclusively deal the appeals from the Tribunals. <p>Target not met, as there is no evidence that NJCC, DJCC followed up on the policy recommendations.⁹⁰</p>
<p>6.6: Number of women judges played leadership role in the judicial reform and innovation process.</p> <p>target:</p> <p>100 (2020) 100 (2021) 200 (2022 Cumulative)</p>	<p>249 women judges participated in the nation-wide research on identifying gaps and concerns in ensuring timely justice for gender-based violence and adopting innovations/digitalization.</p> <p>Target exceeded.</p>
<p>6.7) Number High Court benches record system</p>	<p>One high court bench (Company and Admiralty Courts in high Court division) initiated digital case filing system.</p>

⁹⁰ Since 2020 Ministry of Law's new leadership did not organized NJCC during COVID 19 pandemic due to other priorities. However, the policy recommendations have been found from the country wide study on addressing gaps and challenges of ensuring timely access to justice from justice providers perspective which has been primarily endorsed by Ministry of Law. Draft study shared.

digitalized on commercial nature. target: 02 (2020) 02 (2021) 04 (2022 Cumulative)	Target partially met.
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ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
The relevance of the HRP design, with a specific focus on its theory of change and how the project outputs realistically and effectively contributed to its overall objective.	<p>*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?</p> <p>*To what extent was the design and strategy of the HRP relevant to national priorities, UN priorities, NHRC Strategic Plan in Bangladesh?</p> <p>*To what extent was the design and strategy of the HRP aligned with CPD (2017-2021)</p>	<p>* Were any stakeholder inputs/concerns addressed at the project formulation stage? Was a stakeholder analysis conducted as part of the project development phase?</p> <p>*How does the project align with related national strategies?</p> <p>*How does the project fit under the UNDP corporate strategies, programs and plans?</p> <p>*How does the project address the human development needs of intended beneficiaries?</p>	<p>*National policy documents including relevant strategies and action plans</p> <p>*UNDP Strategic Documents incl. UNSDCF, UNDP CPD</p> <p>*HRP Project Document</p> <p>*HRP Progress Reports</p>	<ul style="list-style-type: none"> Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Online surveys Email, phone and online follow-up where necessary 	N/A	<p>*Qualitative and quantitative data analysis</p> <p>*Data synthesis</p> <p>*Descriptive statistical analysis</p> <p>*Process tracing</p> <p>*Triangulation</p> <p>*Discussion of data amongst the consultants and the HRP team</p> <p>*Verification of data with Stakeholders</p>

ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>and UNDAF (2017-2021)?</p> <p>*To what extent did the HRP align itself with the National Development Strategies and/or the UNDAF Bangladesh?</p> <p>*To what extent was the theory of change applied in the HRP relevant to serve the needs of the country?</p> <p>*To what extent the overall design and approaches of the project were relevant?</p> <p>*To what extent, the inputs and strategies identified were</p>	<p>*Was the project able to adapt to evolving needs/changing context?</p> <p>*How well were gender aspects taken into account into project design and concretely and effectively implemented?</p> <p>*What project revisions were made and why?</p> <p>*How were the main project stakeholders consulted throughout the project implementation and were their suggestions documented and taken into account?</p>	<p>*HRP Quality Assurance report, results orientated monitoring reports</p> <p>*Relevant partner reports</p>			<p>*Fact checking by UNDP comment and feedback to consultants</p>

ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>realistic, appropriate and adequate to achieve the results?</p> <p>*To what extent did the project achieve its overall outputs? Are the project's contributions to outcomes clear?</p> <p>*To what extent does the project contribute to gender equality and women's empowerment?</p> <p>*To assess whether the results achieved had a differentiated impact on women and other vulnerable groups?</p>	*Would a portfolio approach be suitable for such an intervention?				

ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	*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 – The overall effectiveness of the implemented project activities towards the expected results	*To what extent the project activities were delivered effectively in terms of quality, quantity, and timing? *To what extent has the project achieved the objectives and targets of the results framework in the Project Document? (See annex 1: Result	- In what way did the Project come up with innovative measures for problem solving? - What good practices or successful experiences or transferable examples were identified? - What is the level of expertise and acceptance of UNDP work on HRP: which added value does	*National policy documents including relevant strategies and action plans *UNDP Strategic Documents incl.	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions 	N/A	*Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation

ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>framework)</p> <p>*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?</p> <p>*What factors contributed to the achievement or non-achievement of the HRP outcomes and outputs?</p> <p>*To what extent and in what ways has</p>	<p>UNDP have and what are its comparative advantages in the sector?</p> <p>- What are the direct and indirect results (at both output and impact level) of the project implementation and their sustainability?</p> <p>- How much did the NHRC depend on the HRP for carrying out its core activities?</p> <p>- What are the project steering mechanisms? How involved is the NHRC in project steering?</p>	<p>UNSDCF, UNDP CPD</p> <p>*HRP Project Document</p> <p>*HRP Progress Reports</p> <p>*HRP Quality Assurance report, results orientated monitoring reports</p> <p>*Relevant partner reports</p>	<ul style="list-style-type: none"> • Online surveys • Email, phone and online follow-up where necessary 		<p>*Discussion of data amongst the consultants and the HRP team</p> <p>*Verification of data with Stakeholders</p> <p>*Fact checking by UNDP comment and feedback to consultants</p>

ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>ownership - or the lack of it - by the implementing partner impacted the effectiveness of the HRP?</p> <p>*To what extent and in what ways did the 18-months inception survey recommendations contribute to the HRP's achievement of development results?</p> <p>*What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how UNDP and the</p>					

ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>partners have managed these factors?</p> <p>*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?</p> <p>*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?</p> <p>*To what extent have stakeholders been</p>					

ANNEX IV - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	involved in project implementation? *To what extent are project management and implementation participatory?					
Output 1: Strengthened capacity of the National Human Rights Commission to deliver on its mandate	<ul style="list-style-type: none"> - How many forums were organized by NHRC/thematic working groups? What were their results? - How many MoUs were signed with CSOs/CBOs? With what aim? - What is the level of satisfaction of human rights defenders with NHRC's support and performance? 	<ul style="list-style-type: none"> - What are the key achievements under this output? - What were the key challenges? - What are the main lessons learned? - Has the approach changed during the project implementation period? If so, why? 	<ul style="list-style-type: none"> *HRP Project Document *HRP Progress Reports *HRP Quality Assurance report, * Results orientated monitoring reports 	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Online surveys 	<p>Output 1 Indicators:</p> <ul style="list-style-type: none"> 1.1 No. of forums undertaken by NHRC/thematic working groups 1.2 No. of MoUs with CSO/CBOs 1.3 Percentage of HRD satisfied with NHRC's support and performance 1.4 No. of legal advice services in Bangla 	<ul style="list-style-type: none"> *Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation *Discussion of data amongst the

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<ul style="list-style-type: none"> - How many generic legal advice services were provided by the NHRC in Bangla? - Is the number of cases that the NHRC is registering annually, increasing? How is the NHRC registering them? - Has the NHRC run campaigns with the support of the HRP? What were the results of these campaign? How many campaigns were run? - What is the satisfaction level of NHRC staff? Have they attended HRP 		*Relevant partner reports and surveys	<ul style="list-style-type: none"> • Email, phone and online follow-up where necessary 	1.5 No. of human rights cases registered with the NHRC annually 1.6 No. of multi-stakeholder national campaigns 1.7 Percentage of NHRC staff feeling that they are able to do a better job following trainings. 1.8 Number of adopted SOPs 1.9 NHRC has established cooperation with other minority CSOs (yes/no)	consultants and the HRP team *Verification of data with Stakeholders *Fact checking by UNDP comment and feedback to consultants

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>organized trainings? Do they feel empowered/upskilled as a result?</p> <p>- How many SOPs have been adopted? Did they improve the operations of the NHRC?</p> <p>- Has the NHRC established cooperation with other minority CSOs? Has it managed to advocate for their rights?</p>					

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Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
Output 2: Enhanced capacity of civil society and community based organisations to engage in human rights advocacy and awareness raising	<ul style="list-style-type: none"> - Has the NHRC established a CSO database? Is it being updated regularly? - Does the NHRC hold bi-annual meetings with CSOs at the divisional and district levels? What are the outputs of these meetings? - What online networks do HRDs use? How active are they? Do the online networks help them gauge a common voice on issues? - How many coalitions have been formed to advance human rights 	<ul style="list-style-type: none"> - What are the key achievements under this output? - What were the key challenges? - What are the main lessons learned? - Has the approach changed during the project implementation period? If so, why? 	<ul style="list-style-type: none"> *HRP Project Document *HRP Progress Reports *HRP Quality Assurance report, * Results orientated monitoring reports *Relevant partner reports and surveys 	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Online surveys • Email, phone and online follow-up where necessary 	<p>Output 2 Indicators:</p> <p>2.1 NHRC human rights CSO database established (yes/no)</p> <p>2.2 Bi-annual meetings held with CSOs at divisional and district levels (yes/no)</p> <p>2.3 Percentage of HRDs that are more active following an improved online network</p> <p>2.4 Number of coalitions formed to advance human rights initiatives, following grants provided through the challenge fund</p> <p>2.5 No. of training and meetings with UP and CSO/CBOs where human rights issues are addressed</p>	<ul style="list-style-type: none"> *Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation *Discussion of data amongst the consultants and the HRP team *Verification of data with Stakeholders

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>initiatives, following grants provided through the challenge fund? Are they sustainable beyond the available funding? Have they managed to advocate with a common voice on human rights initiatives?</p> <p>- Are CSO/CBOs engaging with UP governments? How often? Are human rights issues addressed at these trainings/meetings?</p> <p>- How many CSOs/CBOs have fed data into the NHRC</p>				<p>2.6 No. of partners that feed data to the NHRC</p> <p>2.7 No. of CSO/CBOs and HRDs contributing to informal curricular and youth clubs</p>	<p>*Fact checking by UNDP comment and feedback to consultants</p>

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Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>database?</p> <p>- Does the Ministry of Education have accreditation rules for human rights educators? How many CSO/CBOs are accredited?</p>					
<p>Output 3: Enhanced capacity of law enforcement agencies, in particular police, on human rights issues</p>	<p>- How many police human rights interventions has the HRP identified?</p> <p>- How many trainings/ToTs did the human rights champions in the police undergo? Were they able to hold further trainings?</p> <p>- Is there an online</p>	<p>- What are the key achievements under this output?</p> <p>- What were the key challenges?</p> <p>- What are the main lessons learned?</p> <p>- Has the approach changed during the</p>	<p>*HRP Project Document</p> <p>*HRP Progress Reports</p> <p>*HRP Quality Assurance report,</p> <p>* Results orientated</p>	<ul style="list-style-type: none"> Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Online surveys 	<p>Output 3 indicators:</p> <p>3.1 Number of candidates identified</p> <p>3.2 Number of training sessions held for each human rights champion</p> <p>3.3 Online network established via social media (yes/no)</p>	<p>*Qualitative and quantitative data analysis</p> <p>*Data synthesis</p> <p>*Descriptive statistical analysis</p> <p>*Process tracing</p> <p>*Triangulation</p> <p>*Discussion of data amongst the</p>

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>network of human rights champions and focal points in district police HQs? Do they use it?</p> <p>- Does the NHRC invite local police to human rights events and campaigns? Do they come?</p> <p>- Do NHRC, police and CSOs meet? How often? What are the outcomes of these meetings?</p>	<p>project implementation period? If so, why?</p>	<p>monitoring reports</p> <p>*Relevant partner reports and surveys</p>	<p>• Email, phone and online follow-up where necessary</p>	<p>3.4 Human rights champions have engaged in human rights events (yes/no)</p> <p>3.5 mapping of intervention complete (yes/no)</p> <p>3.6 NHRC actively invites local police to human rights events and campaigns (yes/no)</p> <p>3.7 No. of annual meetings with NHRC, police and CSO attendance</p>	<p>consultants and the HRP team</p> <p>*Verification of data with Stakeholders</p> <p>*Fact checking by UNDP comment and feedback to consultants</p>

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Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
Output 4: Strengthened capacity of NHRC and other national stakeholders to better protect and promote women's rights	<ul style="list-style-type: none"> - Has the NHRC women's thematic group identified priority campaign areas? Were they well targeted? Was this measured in any way? - Was the NHRC women's thematic group supported through a media strategy? Did the media strategy adequately cover the priority areas? - How many national campaigns did the HRP support? What did these campaigns cover? Was their impact measured (if 	<ul style="list-style-type: none"> - What are the key achievements under this output? - What were the key challenges? - What are the main lessons learned? - Has the approach changed during the project implementation period? If so, why? 	<ul style="list-style-type: none"> *HRP Project Document *HRP Progress Reports *HRP Quality Assurance report, * Results orientated monitoring reports *Relevant partner reports and surveys 	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Online surveys • Email, phone and online follow-up where necessary 	<p>Output 4 indicators:</p> <ul style="list-style-type: none"> 4.1 NHRC developed women's rights priorities (yes/no) 4.2 Media strategy formulated (yes/no) 4.3 No. of supported national campaigns through NHRC 4.4 No. of key schools identified 4.5 No. of trained Ministry officials 4.6 Five-year plan established (yes/no) 4.7 No. of Shadow Panchayets training sessions undertaken by NHRC 	<ul style="list-style-type: none"> *Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation *Discussion of data amongst the consultants and the HRP team *Verification of data with Stakeholders

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>yes, what was the impact)?</p> <p>- Were schools involved in the women's rights campaigns? How many? Please describe the campaigns? Did they focus on gender based harassment?</p> <p>- Did the NHRC develop a five year plan on the rights of women in conjunction with CSOs? Was this plan implemented?</p> <p>- Was NHRC supported to cooperate with Dalit CSOs to improve the capacities of Shadow Panchayet?</p>					<p>*Fact checking by UNDP comment and feedback to consultants</p>

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	Did Dalit women benefit from this in terms of their rights education?					

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Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
Output 5 - Strengthened capacity of national stakeholders to better protect and promote the rights of ethnic minorities	<ul style="list-style-type: none"> - How many meetings were held at the regional, divisional and district levels? - Has cooperation with the Parliamentary Caucus and NHRC been established through an MoU? Did it conduct fact finding missions on human rights? Did the HRP and NHRC provide legislative drafting support to the Parliament? - Has the NHRC undertaken research with the support of HRP on the rights of plain-land ethnic minority communities? 	<ul style="list-style-type: none"> - What are the key achievements under this output? - What were the key challenges? - What are the main lessons learned? - Has the approach changed during the project implementation period? If so, why? 	<ul style="list-style-type: none"> *HRP Project Document *HRP Progress Reports *HRP Quality Assurance report, * Results orientated monitoring reports *Relevant partner reports and surveys 	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Online surveys • Email, phone and online follow-up where necessary 	<p>Output 5 indicators:</p> <p>5.1 No. of meetings held with IPs at the regional, divisional and district level.</p> <p>5.2 No. of fact finding missions and legislative acts supported.</p> <p>5.3 Research undertaken on the rights of plain-land ethnic minority communities (yes/no)</p> <p>5.4 Percentage of increase of ethnic minority community and community radio collaboration.</p> <p>5.5 No of youth leaders identified and trained.</p>	<ul style="list-style-type: none"> *Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation *Discussion of data amongst the consultants and the HRP team *Verification of data with Stakeholders

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>What was the impact of this research? Was a data collection system established going forward for information on violence against ethnic minority communities?</p> <p>- Has a baseline been set for radio engagement by ethnic groups? How many minority language programs on human rights were developed for community radio stations? What was the uptake of these programs by the communities? Were some surveys</p>				<p>5.6 Percentage of increase in meetings between IPs and UPs</p> <p>5.7 Needs assessment of ethnic minority police officers undertaken (yes/no)</p>	<p>*Fact checking by UNDP comment and feedback to consultants</p>

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>conducted to assess their outreach?</p> <p>- Was a needs assessment conducted on the needs of youth leaders in ethnic minority communities. Were training sessions designed to address these needs? What was the selection process like for these youth leaders? Were post-training assessments conducted?</p> <p>-Did local ethnic minority CBOs formalize their engagement with Union Parishad Government? Were there joint initiatives?</p>					

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>Did the Challenge Fund contribute to this?</p> <p>- Was the ethnic minority thematic committee supported in conducting a needs assessment with ethnic minority police officers? Were challenges mapped and addressed adequately through trainings?</p>					

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Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
Output 6: Strengthened capacity and coordination of justice sector institutions to better justice delivery and remedies to all citizens including LNOB people.	<p>- How many judges and prosecutors underwent training for the digitalized case management system? Has a survey on the usage of the system been conducted? Can this data be collected from the system itself?</p> <p>- What was the baseline backlog of cases in the lower courts? In comparison to the baseline, what is the percentage of backlogged cases today?</p> <p>- Have policy guidelines been developed for the reduction of VAW</p>	<p>- What are the key achievements under this output?</p> <p>- What were the key challenges?</p> <p>- What are the main lessons learned?</p> <p>- Has the approach changed during the project implementation period? If so, why?</p>	<p>*HRP Project Document</p> <p>*HRP Progress Reports</p> <p>*HRP Quality Assurance report,</p> <p>* Results orientated monitoring reports</p> <p>*Relevant partner reports and surveys</p>	<ul style="list-style-type: none"> Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Online surveys Email, phone and online follow-up where necessary 	<p>Output 6 indicators:</p> <p>6.1 Number judges and public prosecutors have adequate knowledge to deal with a digitalized case management system</p> <p>6.2 Percentage of pending cases reduced in the lower court cases (Nari o Shishu Nirajotn Daman Tribunal)</p> <p>6.3 Number of policy recommendations made on reduction of VAW cases and followed up by NJCC, DJCC</p> <p>6.4 Number of women judges who played leadership role in the judicial reform and innovation process.</p> <p>6.5 Number High Court benches record system</p>	<p>*Qualitative and quantitative data analysis</p> <p>*Data synthesis</p> <p>*Descriptive statistical analysis</p> <p>*Process tracing</p> <p>*Triangulation</p> <p>*Discussion of data amongst the consultants and the HRP team</p> <p>*Verification of data with Stakeholders</p>

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>cases? Was there follow up by NJCC, DJCC on these recommendations?</p> <p>- How many women judges were identified as playing a leadership role to ensure speedy justice for GBV victims? What challenges have they identified and how did they address them?</p> <p>- How many High Court benches have undergone digitization of their record systems?</p>				digitalized on commercial nature.	*Fact checking by UNDP comment and feedback to consultants

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Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
Efficiency in delivering outputs The cost efficiency of the implemented project activities towards the expected 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? *Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? *To what extent were	*Did the project coordinate its activities sufficiently with other initiatives in the field? *Was the project implemented within deadline and cost estimates? *Did UNDP solve any implementation issues promptly? *Were project resources focused on the set of activities that were expected to provide significant results *Was there any unified synergy between UNDP initiatives that	*HRP Project Document *HRP Progress Reports *HRP Quality Assurance report, * Results orientated monitoring reports *Relevant partner reports and surveys	<ul style="list-style-type: none"> Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Online surveys Email, phone and online follow-up where necessary 	N/A	*Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation *Discussion of data amongst the consultants and the HRP team *Verification of data with Stakeholders *Fact checking by UNDP comment and

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	<p>resource mobilization efforts successful? Was funding sufficient for the achievement of results? (funding analysis)</p> <p>*Was the process of achieving results efficient? Were the resources effectively utilized?</p> <p>*Did the project activities overlap, and duplicate other similar interventions funded nationally, and/or by other donors?</p> <p>*To what extent did the project produce synergies within UNDP and with other</p>	<p>contributed towards reducing costs?</p> <p>*How often has the project board met?</p> <p>*Is the project fully staffed and are the staffing/management arrangements efficient?</p> <p>*Are procurements processed in a timely manner?</p> <p>* Are the resources allocated sufficient/too much?</p> <p>*What were the reasons for over or under expenditure within the Project?</p>				feedback to consultants

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>development partners and play complementary roles to each other and/or contributed to reducing costs while supporting results?</p> <p>*To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted the efficiency of the HRP?</p>					

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Sustainability of the outcome The 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	* Is there an exit strategy for the Project? Does it take into account political, financial, technical and environmental factors? * What issues have emerged during implementation as a threat to sustainability? (if not covered above) *What corrective measures have been adopted? How has UNDP addressed the challenge of building national capacities? (if not covered above)	*HRP Project Document *HRP Progress Reports *HRP Quality Assurance report, * Results orientated monitoring reports *Relevant partner reports and surveys	<ul style="list-style-type: none"> Document requests Stakeholder interviews, in particular with UNDP and other bilateral donors and the national institutions included in the project Independent external research and reports Focus groups Email, phone and Skype follow-up where necessary 	% of Government Co-financing procured by project? # of activities absorbed by national/regional partners/other UNDP projects	*Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation *Discussion of data amongst the consultants and the HRP team *Verification of data with Stakeholders *Fact checking by UNDP comment and

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>Bangladesh?</p> <p>*To what extent are policy and regulatory frameworks in place that will support the continuation of HRP?</p> <p>*To what extent are the institutional mechanisms in place to sustain the impacts of HRP's interventions?</p> <p>*Describe key factors that will require attention to improve the prospects of sustainability of Project outcomes and the potential for replication of the</p>	<p>*What is the level of national ownership of the project activities?</p> <p>* To what extent has the project created a shift in attitudinal and cultural behaviour related to human rights?</p> <p>*Is it anticipated that the project will secure financing for 100% of the project activities? If not, why not and what was the shortfall?</p> <p>*Does the project provide for the handover of any activities?</p> <p>*What are the perceived capacities of the relevant</p>				feedback to consultants

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>approach?</p> <p>*To what extent have development partners committed to providing continuing support? To what extent will financial and economic resources as well as political be available to sustain the benefits achieved by the project?</p> <p>*Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?</p>	<p>institutions for taking the initiatives forward?</p> <p>* Were initiatives designed to have sustainable results given the identifiable risks?</p>				

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
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.	-How does the project complement/overlap with other UNDP, UN initiatives or those of other development partners? - Do donor coordination mechanisms exist? - How well does the project respond to national strategies and plans? - Have activities relating to different outputs been designed and implemented together to reach greater output with minimal input?	*National policy documents including relevant strategies and action plans *UNDP Strategic Documents incl. UNSDCF, UNDP CPD *HRP Project Document *HRP Progress Reports *HRP Quality Assurance	<ul style="list-style-type: none"> Document review and desk research Independent external research and reports Key informant interviews Focus group discussions Online surveys Email, phone and online follow-up where necessary 	N/A	*Qualitative and quantitative data analysis *Data synthesis *Descriptive statistical analysis *Process tracing *Triangulation *Discussion of data amongst the consultants and the HRP team *Verification of data with Stakeholders

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Relevant Evaluation criteria •	Key Questions •	Specific Sub- Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
			report, results orientated monitoring reports *Relevant partner reports			*Fact checking by UNDP comment and feedback to consultants

<p>Impact</p>	<p>*To what extent have the relevant institutions served and protected the rights of the citizens, especially the women and minorities?</p> <p>*How far have the citizens especially women and minorities been empowered to claim their rights?</p>	<p>- Did the HRP produce or contribute to the intended outcomes in the short, medium and long term? Can we reasonably argue specific contributions?</p> <p>For whom, in what ways and in what circumstances?</p> <p>- What unintended outcomes (positive and negative) were produced?</p> <p>- To what extent can changes be attributed to the HRP?</p> <p>- What were the particular features of the program and context that made a difference?</p> <p>- What was the influence of other factors?</p>	<p>*National policy documents including relevant strategies and action plans</p> <p>*UNDP Strategic Documents incl. UNSDCF, UNDP CPD</p> <p>*HRP Project Document</p> <p>*HRP Progress Reports</p> <p>*HRP Quality Assurance report, results orientated monitoring reports</p> <p>*Relevant partner reports</p>	<ul style="list-style-type: none"> ● Document review and desk research ● Independent external research and reports ● Key informant interviews ● Focus group discussions ● Online surveys ● Email, phone and online follow-up where necessary 		<p>*Qualitative and quantitative data analysis</p> <p>*Data synthesis</p> <p>*Descriptive statistical analysis</p> <p>*Process tracing</p> <p>*Triangulation</p> <p>*Discussion of data amongst the consultants and the HRP team</p> <p>*Verification of data with Stakeholders</p> <p>*Fact checking by UNDP comment and feedback to consultants</p>
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Annex V Draft informant interview guides

Interview questions for NHRC

1. Can you tell us about the activities taken under the HRP to build the technical capacity of the NHRC? How effective were these initiatives?
2. Of these different initiatives, which one do you consider as the most successful/ effective? Why? What were the factors that made this successful?
3. Of these different activities, which one(s) do you think was not so successful? Why? What were the challenges?
4. What actions were taken under the HRP to develop/ design a coordinating mechanism to work with the CSOs/ CBOs? What were the challenges faced while developing the mechanisms? How were these challenges addressed?
5. How will you characterize your relationship with the CSOs/ CBOs? How do these organizations support your activities? How has the HRP influenced your working relationship with CSOs? What more can be done to improve this partnership?
6. What were the impacts of these coordinating mechanisms in affecting the activities of the NHRC? How successful were these mechanisms? Why or why not? What more could have been done to improve these mechanisms?
7. How did the NHRC identify the Human Rights Defenders (HRDs)? How did the NHRC work with or through these HRDs?
8. How did the HRDs support or assist the NHRC? What were the challenges? How were these overcome?
9. How many thematic committees are currently functioning? What specific activities are these committees performing? How did the HRP affect the formation and/ or functioning of these thematic committees?
10. What specific activities does the NHRC currently take as part of its advocacy work? How does the NHRC perform its advocacy work?
11. Who are the key actors that the NHRC currently interacts with while performing its advocacy work? Do you think that these actors' perception about NHRC has changed over time (positively or negatively)? Why or why not? To what extent is the HRP responsible for this change in perception (if any)?
12. What is the NHRC's engagement with the Parliament? Please provide several examples.
13. How will you characterize your relationship with the Law Enforcement Agencies in case of promoting or protecting human rights? Has this relationship changed over time? Why? Do you think that the HRP is responsible for this change in attitude (if any)?
14. How will you evaluate the performance of the regional HRC offices? What are the existing challenges? What roles have the HRP played in influencing the activities and performances of the regional HRCs? What more could have been done?
15. What are the challenges that the regional offices currently face in performing their responsibilities? How can these challenges be overcome?
16. What programs do you currently have addressing gender-based violence? What more can be done?
17. Does the NHRC benefit from any other projects of other development partners? How do you coordinate activities?
18. How much did the NHRC depend on the HRP? If applicable, please provide several examples of major NHRC achievements that would not have been possible without the support of HRP and explain the practical support that was provided?

Interview questions for LEA (police)

1. What specific activities have been introduced through the HRP that have helped you to protect and promote human rights? Or, what types of trainings have you received under the HRP? How did these trainings influence you?
2. What are the activities/ actions that you currently do to protect and promote human rights that you didn't do earlier? What is the role of the HRP in this regard?
3. Do you face any challenges/ obstacles while taking actions to promote human rights? If so, what are they? What (or who) are the sources of these challenges? What do you usually do to deal with these challenges?
4. In performing your responsibilities, have you ever faced any situation where your legal responsibilities in conflict with your role as protector of human rights? If so, can you discuss any such situation? What actions did you take in such condition?
5. What roles do the focal points play and are they connected through any online network (in divisional and district level Police HQs)?
6. Please describe how do you handle cases of domestic or gender-based violence? Did you receive training on this subject through the HRP?
7. Do you engage directly with the NHRC, e.g. through its campaigns? Do you work with local CSOs in any way?
8. Have you benefitted from any other similar projects in the past years, focusing on human rights? What did they target specifically and were they coordinated with the HRP?
9. What further gaps do you see as unaddressed in the field of human rights? What more could your institution do? Does it need external support for that and what kind if so?

Interview questions for the justice sector institutions

1. What specific activities have been introduced through the HRP that have helped you to protect and promote human rights? Or what types of trainings have you received under the HRP? How did these trainings influence you?
2. Do you use a digitalized case management system supported through the HRP? What is your experience with it? Did it improve the efficiency of case management?
3. Are you aware of policy guidelines for VAW cases (supported by the HRP)? Do you use them/are they useful in your view?
4. Do you play a leadership role amongst your peers in ensuring speedy justice for GBV victims? Did the HRP support you in your efforts?
5. Do you see any further gaps in the justice sector? Could they be address through any future UNDP interventions? What do you suggest should be done specifically?

Interview questions for Civil Society Organizations (members of the Project Board, Challenge Fund Board, and other project steering mechanisms)

1. What specific activities are you currently performing under the HRP?
2. What are the impacts of HRP on your organization's functions/ capacity/ responsibilities?
3. What is the nature or pattern of your interaction with the citizens? Has the HRP created any impact on this pattern of interaction? How?
4. How will you characterize your relationship with the HRC? Has this relationship evolved over time? If yes, how? What role did the HRP play in this regard (if any)?
5. How will you characterize your relationship with the Law Enforcement Agencies? Has this relationship evolved over time? If yes, how? What role did the HRP play in this regard (if any)?
6. Going forward, what kind of support, other than financial, would you benefit from? Either from projects or from the NHRC itself?
7. What gaps to you see as unaddressed in Bangladesh, when it comes to human rights? What can be actually done about them? Is political will required for such actions or other inputs?

8. Did you address gender equality issues through your work under the HRP? If yes, please describe what did you do and if you had a chance to follow up on your actions – what did they lead to? What kind of impact did they create?
9. Please describe a specific case – a ‘real life story’, ideally of a woman, member of an ethnic minority or other vulnerable group, who benefited from your project under the HRP. What problem does she/he face and how did you go about helping him/her?

Interview questions for UNDP

1. What are all the strategic documents that influenced the design of the HRP? How have the needs of the end beneficiaries been assessed and embedded into the project design?
2. To what extent is implementation matching your vision for the project? Why/why not?
3. Has the project been able to reach all target groups that it had intended to reach?
4. How has the changing context impacted on the programme implementation?
5. How was the project able to adapt to the COVID-19 context?
6. Which aspects of the project, and which of the approaches used were most successful in bringing about change and why? Which approaches did not work and why?
7. In your opinion what are the biggest challenges in implementing the project?
8. What have been the key results to date?
9. The steering mechanisms for the project are quite robust, with a lot of stakeholders involved at higher levels. Was this advantageous for the project in your opinion or hampering efficiency at times?
10. What were the reasons for significant extensions of the project (both cost and non-cost extensions)?
11. What were the reasons for under expenditure at certain stages of the project?
12. Please provide an overview of the staffing arrangements for the project over the project span?
13. What avenues did women and vulnerable groups have to provide feedback on the project, or otherwise influence how and what the project was delivering?
14. What are the project’s mechanisms for MEL?
15. Does UNDP participate in any donor coordination mechanisms related to human rights? Did the HRP coordinate activities with other interventions in the field (both within and outside of UNDP)? What other projects dealt with human rights during the timespan of the HRP?
16. Is there evidence that the project advanced any key national human rights policies?
17. Have you observed any unintended impact (could be negative as well as positive) of the project?
18. Overall, which were the most important or relevant changes you have noticed as a result of the project?
19. To what extent do you think the project has been able to adapt and be flexible to changing needs and demands?
20. How was project planning organized? Were activities under different outputs organized together for the sake of greater efficiency and effectiveness?
21. What would you do differently now, if you were to start the HRP again?

Interview questions for donors

1. To what extent was your organization involved in the design of the project?
2. How relevant in your opinion was the initial project design throughout the project implementation period? Would the project have benefitted from a more agile design and a more adaptive implementation approach? What is your organization’s position on adaptive management, and do you have mechanisms to embrace a portfolio approach, which has defined objectives, but leaves the determination of means and solutions to local mapping and experimentation, leading to quick learning?
3. Were your views/inputs taken into account?
4. How satisfied are you with the communication procedures and mechanisms with the project and with UNDP?

5. Do you receive narrative and financial reports in a timely manner?
6. How satisfied are you with the results achieved by the project to date?
7. What have been the biggest challenges in the project?
8. What have been the biggest achievements in the project?
9. What are your current development priorities and how does the project fit into these?
10. What are your long-term priorities for Bangladesh?
11. Are you satisfied with the level of coordination the HRP maintained with other projects in the field?
12. Why did you choose to support a UNDP project? What do you perceive UNDP's comparative advantages to be? Do you feel that you are getting value for money with UNDP?
13. Would you support a UNDP project again in the future? If not, why not?

Interview questions for Human Rights Defenders

1. General Questions- how were they identified? Why did they decide to assume this role? What do they know about HRP?
2. Under the HRP, what specific activities are you currently performing (have performed)? How will you evaluate these activities?
3. Of these different activities, which one(s) do you consider as the most useful? Why? How did these activities create an impact?
4. What specific activities were carried out to build your capacity? How effective were these activities? What more could have been done?
5. Can you explain your working relationship with the NHRC? How did you work with them?
6. How did you support or assist the NHRC? What were the challenges faced? How did you deal with them?
7. How will you characterize your relationship with the local government authorities and local influential people (e.g., religious leaders)? How did you work with or through them? Did you have to face any difficulties? If so, how did you overcome them?
8. In addition to NHRC, which other organizations (LEAs, CSOs) did you work with? Did you face any challenges while working with these organizations? (Probe about each organization separately)
9. How will you evaluate the performance of different organizations (LEAs, CSOs, Youth Clubs) in implementing the HRP? In your opinion, what were their challenges/ limitations? How can these be overcome?
10. Did you use/ utilize any online network? If so, what are they? For what purposes did you use these networks?
11. How active were these networks? How will you evaluate the performance of these networks?
12. In your opinion, how has the HRP affected the performance of the NHRC? What more could the project do to achieve its objectives?

Interview questions for Youth leaders

1. How were the youth clubs formed? How were the members selected? Why did you get interested in joining the youth club?
2. Under the HRP, what were the specific roles/ activities performed by the Youth Club? Of these different activities, which one(s) do you consider as the most useful? Why?
3. How did you engage the youth? What did you do to raise their awareness about their rights? How did you train them?
4. How would you evaluate the performance of the Youth Club? What could have been done to improve the performance of youth clubs?
5. Which one(s), according to you, were not that useful or did not achieve success? Why?
6. Can you explain your relationship with the following organizations?
 - a. NHRC
 - b. HRD

- c. CSOs
 - d. Local Elected Government
 - e. Local Administration
 - f. Law Enforcement Agencies
7. Has this relationship evolved/ changed over time? How? What was the role of HRP in influencing this change of relationship?
 8. How did you manage a good working relationship with these organizations?
 9. Were there any other organization that you work with? If so, please mention them.
 10. What activities have you performed with these organizations? Did you face any difficulty while working with these organizations? If so, what were these challenges? How did you try to address them?
 11. How will you evaluate the overall performance of HRP? Do you observe any positive changes within your community due to HRP?

Interview questions for academic institutions


1. In the context of Bangladesh, what are the biggest Human Rights Challenges?
2. How will you evaluate the performance of NHRC in addressing these Human Rights Challenges?
3. In your opinion, has the role and performance of the NHRC changed over time? How?
4. According to you, what should be the ideal role of NHRC in protecting human rights in the context of Bangladesh? How far away is the current NHRC from its desired role?
5. What can be done to make the NHRC more effective? (probe about legal challenges, institutional strengthening, relationship with other actors including CSOs, LEAs etc.)
6. Considering the current political context of Bangladesh, if a project is designed to strengthen the capacity of the NHRC so that it can perform better in protecting human rights, what should be the focus of that project?
7. Are you aware of different initiatives/ projects undertaken by UNDP?
8. Are you aware of HRP? (probe about his/ her understanding regarding HRP)
9. How will you evaluate the performance of these projects in terms of strengthening the performance and capacity of NHRC? In your opinion, what are the areas where the project has made the biggest contribution? What are the areas where the project has made limited to no success?
10. What could have the project done to support the NHRC?

Interview questions for religious leaders

1. Can you tell us what you know about HRP? Can you tell us about the goals, objectives or activities taken under the project?
2. How did you first know about the project? When did you get involved? How?
3. What roles did you play under the HRP?
4. Did you work with any of the following organizations under this project?
 - a. NHRC
 - b. CSOs
 - c. Youth Club
 - d. HRD
 - e. LEAs
 - f. Local Government
 - g. Local Administration


5. If you were involved with any of the aforesaid organization, can you explain how you work with the organization(s)?
6. What were the challenges that you faced while working with these organizations? How did you deal with these challenges?
7. To what extent do you think that these organizations were receptive to your suggestions/perspective?
8. How will you evaluate the overall performance of the project? In your opinion, has the human rights situation in your locality improved due to this project? How?
9. Do you think that this project has improved HRC's capacity nationally and in your locality?
10. What could have been done to make the project more impactful?

Annex VI 2020 Ethical Guidelines for Evaluation Pledge







ETHICAL GUIDELINES FOR EVALUATION


PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

<p> INTEGRITY</p> <p>I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:</p> <ul style="list-style-type: none"> • Honest and truthful in my communication and actions. • Professional, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice. • Independent, impartial and incorruptible. 	<p> ACCOUNTABILITY</p> <p>I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:</p> <ul style="list-style-type: none"> • Transparent regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation. • Responsive as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified. • Responsible for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed. 	<p> RESPECT</p> <p>I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:</p> <ul style="list-style-type: none"> • Access to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability. • Meaningful participation and equitable treatment of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection. • Fair representation of different voices and perspectives in evaluation products (reports, webinars, etc.). 	<p> BENEFICENCE</p> <p>I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:</p> <ul style="list-style-type: none"> • Explicit and ongoing consideration of risks and benefits from evaluation processes. • Maximum benefits at systemic (including environmental), organizational and programmatic levels. • No harm. I will not proceed where harm cannot be mitigated. • Evaluation makes an overall positive contribution to human and natural systems and the mission of the United Nations.
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I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.



10 May 2022

(Signature and Date)