

Rosa Luxemburg Stiftung

The Centre for International Dialogue and Cooperation

Terms of Reference for Evaluations

- Evaluation within BMZ programme no. PN2018 28060/RLS0011-

OUTLINE OF THE TERMS OF REFERENCE

1. Background, context, and rationale for the evaluation [below]
2. Purpose and objectives of the evaluation [below]
3. Subject matter of the evaluation: Focus and scope [below]
4. Approach and tasks of the evaluators, roles and responsibilities [below]
5. Report and additional evaluation products [below]
6. Form and extent of the evaluation [below]
7. Timeline [below]

1. BACKGROUND, CONTEXT, AND RATIONALE FOR THE EVALUATION ^[top].

The Rosa-Luxemburg-Stiftung (RLS) is a German political foundation that is part of the democratic socialist movement. True to the legacy of its namesake Rosa Luxemburg (1871-1919), it stands in solidarity with the workers' and women's rights movements. The organization serves as a forum for debate and critical thinking about political alternatives, as well as a research centre for social development. The RLS has close ties to the German party DIE LINKE.

The RLS has been accompanying political, socio-economic, and social developments in South Asia since 2004 and opened a regional office in the Indian capital New Delhi in 2010 (<https://www.rosalux.in>).

South Asia is a region of intense social contrasts. The gap between rich and poor is enormous. The right to democratic participation guaranteed in the constitutions of the programme countries are undermined by distorting social factors such as corruption, a lack of legal security, the oppression of women and girls, discrimination against minorities, social injustices and the political tensions that often arise as a result.

In the current funding period, the regional office in New Delhi is overseeing projects in India, Bangladesh, Sri Lanka, Nepal. The main focus of our activities is on India, due to its importance and size in South Asia.

The RLS is registered in India as a Liaison Office of the headquarters in Berlin. This status also defines our way of working in the country. It prevents us from carrying out any own measures in India. Instead all activities must be organized together with local partners, i.e. civil society organizations, think tanks, etc. This in turn means that we are dependent on these partners in the implementation of the programme and often have only limited influence on the content of the initiatives we fund.

The office's work on the programme involves issues such as agriculture, food sovereignty, working conditions (with a particular focus on labour migration), as well as gender justice and discrimination against social groups.

These thematic priorities result from the social conditions that have developed historically in India. Dalits ("untouchables") make up around 20 percent of India's total population and are subject to massive discrimination, as are the Adivasi (the original inhabitants). Both social groups belong to the poorest social class in India. Women and LGBTQIA+ people are still discriminated against in India and are sometimes subjected to violent attacks.

Agriculture and food sovereignty are extremely important issues for our work in India because, despite massive migration to the cities, 50 percent of its population of 1.3 billion people still live directly or indirectly from agriculture. Nevertheless, the sector only accounts for around 15 percent of gross national product. Indian agriculture has been in crisis for years.

Furthermore, around 95 percent of India's working population is employed in the informal sector. This means that almost half a billion workers are not protected by labour law. A large proportion of these people are migrant workers who leave their

mostly rural home regions and migrate to the overcrowded industrial centres in search of a better life. Once there, they face discrimination and exploitative working and living conditions.

The programme is being implemented with funds from the Federal Ministry for Economic Cooperation and Development (BMZ).

The **overall objective** (long-term vision, impact) for the RLS in South Asia is as follows:

To implement alternative concepts and approaches supporting social-ecological transformation, social rights and gender justice in South Asia

In the current programme cycle (2019–2021), we are working toward this overall objective by way of three thematic areas, called programme components, each of which has its own programme objective. The programme objectives apply for each three-year funding period and are at the level of direct effect. The achievement of the objectives is monitored by means of indicators.

o **Component A: Alternative Concepts, Dialogue and Change**

Programme objective: Critical discourse and engagement for social justice, gender justice, and peaceful societies are strengthened among the target groups.

Indicators:

A) The number and type of actions/activities relating to programme contents of the component “Alternative social models, dialogue and transformation” or in which these are used (assuming a favourable socio-political climate)

2019: 0–1 action

2020: 1–3 actions

2021: 2–5 actions

B) The number of references to publications by the RLS or its partner organizations in traditional and social media, such as daily newspapers, online media, radio, television

2019: 5–10 media references

2020: 10–30 media references

2021: 30–50 media references

o **Component B: Labour Affairs / Migration**

Programme objective: Labour rights activists strengthened their capacities to raise issues relating to the improvement of working conditions

Indicators:

A) The number and type of demands made by labour rights activists to improve working conditions

2019: 0–1 demands

2020: 2 demands

2021: 5 demands

B) The number of demands made by labour rights activists to employers and government
2019: 0–1 demands
2020: 1–2 demands
2021: 2–5 demands

- **Component C: Agrarian Questions**

Programme objective: Peasants use alternative methods in agriculture.

Indicators:

A) The number of farmers using at least one alternative farming method
2019: 15–20 farmers
2020: 20–50 farmers
2021: 50–80 farmers
B) The number of farmers using two to four alternative farming methods
2019: 1–10 farmers
2020: 5–15 farmers
2021: 10–20 farmers

We want to address the following aspects of our programme in the evaluation:

- Strategic, thematic priorities
- Achievement of objectives
- Political context

The detailed evaluation questions are given below (see Chapter 3).

The evaluation takes place at a time when the conditions for the involvement of a left-wing political foundation have increasingly deteriorated under the government of Prime Minister Narendra Modi's (BJP) Hindu Nationalist Indian People's Party, especially since his re-election in spring 2019. The focus here is on people accused by the government of endangering Indian interests with their work. The accusation is very broadly defined and can even include criticism of the government's conception of development. NGOs need to be registered under the Foreign Contribution Regulation Act (FCRA), which regulates the flow of funds to India, and only Indian organizations with FCRA licence are allowed to receive and use funds from foreign donors.

Given our dependence on local partners and the increasing control of the work of civil society actors in the country, especially regarding foreign donors, we are constantly reviewing the thematic priorities of our cooperation schemes with partners from academia and civil society. This situation has a considerable impact on our work in India. This includes, among other things, our dependence on collaboration partners, whom we must select very carefully on political grounds. This also applies to the selection of issues we address.

Accordingly, the evaluation also aims to question the orientation of the programme, in terms of content and strategy, in this political environment. The most important conditions for this are to secure the work of our office in India, to provide the best possible support for our network of socially committed, secular, cosmopolitan, democratic, and left-wing actors and to fulfil our task as the regional office of a German political foundation.

The evaluation of the programme will take place in the middle of the 2019–2021 funding period. It should shed light on the period 2016–2020, so that the evaluation results can best be incorporated into strategic planning for the next funding period (2022–2024), which will take place in the first quarter of 2021. The timing of the evaluation also overlaps with a change of management in the New Delhi office. Accordingly, the results can be used for a new strategic orientation under new management.

The New Delhi Regional Office currently has eleven local staff including five project managers, a finance team of three people, and three office management and administrative staff members.

The RLS sees evaluation as a learning process that provides support for the conception, management, and implementation of its projects. The aim is also to ensure that the partner organizations involved are made aware of the objectives of the evaluation. It is considered a prerequisite for the success of the evaluation that those involved (RLS employees, representatives of partner organizations) are included in the process and that the results are made available to all involved. The evaluators will assume an advisory role, which means that they should focus primarily on reflection, learning processes, and dialogue. The evaluator should also adhere to the DAC principles and standards, DeGEval standards for evaluations, and the BMZ evaluation criteria.

2. PURPOSE AND OBJECTIVES OF THE EVALUATION (top)

The evaluation serves to reflect the current programme objectives in the context of the political situation in India, taking into account the current range of partners and their activities. The primary purpose is to simplify decision-making in the strategic planning of future programmes. This concerns the formulation of future programme objectives and the selection of partner organizations. In addition, the evaluation serves to ensure that the programme is prepared and adapted to the specific requirements of the regional office of a German political foundation, particularly in the context of increasing political pressure on progressive actors critical of the government.

The results are used by the office for the strategic orientation of new partner projects. The results benefit the partner organizations by making their projects part of a broader engagement that entails strategies for continuing their work in furthering emancipation and civil society, despite political pressure from the Hindu-nationalist government.

- The evaluation should help to structure the next planning stage: how can it be improved? How can it be better adapted to actual conditions? The evaluation should be the first step for the strategic planning stage at the beginning of 2021 (for 2022–2024).
- We want to look at the bigger picture. The programme no longer reflects what we are doing (we already know that).
- This includes the question of whether the partners fit with the RLS objectives.
- We hope to obtain some indications for our future strategic orientation.

- We would like some indication of how the issue of gender can be dealt with in the new programme from a strategic perspective (as objective or intersectional topic).
- We would like recommendations on how to ensure that new priorities are incorporated into the next planning stage. We would also like to know how to ensure that objectives are formulated in a less pragmatic way.
- What challenges is India facing right now and how can we respond to them?
- Reality check: which issues are too sensitive? To what extent do we have to justify the avoidance of sensitive topics ?

The stakeholders are primarily the staff of the regional office (local staff and office management) and the Asia unit in Berlin, because together they shape the future strategic orientation of the office. The Centre for International Dialogue and Cooperation (CID) at the RLS in Berlin should also be considered a stakeholder, because learning processes related to the RLS's work in countries with so-called "shrinking spaces" are also relevant to other contexts and regions.

3. SUBJECT MATTER OF THE EVALUATION [top]

The following questions should be examined in the evaluation.

Part 1: Content Priorities

1. Did the partner projects and their outputs contribute to the achievement of the programme objectives, or will they do so in the future?
2. To what extent do short-term, event-related forms of collaboration contribute to the achievement of the programme objectives?
 - What relationship between short-term and long-term partnerships is strategically and organizationally meaningful and possible?
3. To what extent are the partner organizations and projects still relatable to the programme objectives of the RLS?
 - How have the priorities of our work shifted within/between the respective components?
 - Which topics are already being worked on, but are not yet sufficiently covered by the objectives?
 - To what extent do the programme components and the programme objectives have to be changed to take new priorities into account?

- How can we best address the issue of gender from a strategic point of view in the next programme? (As a separate programme objective or as an intersectional topic?)
 - To what extent are the individual components/programme objectives evaluated relative to one another? Is there a proposal for the future?
 - How should the political context be taken into consideration by the programme objectives of a political foundation?
 - What are the minimum requirements that the programme objectives must meet in order to achieve and reflect comprehensive socio-political changes?
 - At which political level can we formulate programme objectives for the South Asia region?
4. To what extent were policy recommendations (advocacy) influenced by the work of our partners? (The question applies to all components).
- To what extent do partner organizations have the capacity to influence policy decisions?

Part 2: Political Context

5. Which social issues can be addressed by the RLS as a left-wing political foundation under the existing conditions in the project countries?
- Are there topics which cannot be worked on due to the political situation? What are these and how should they be dealt with in the future?
 - How do these “shrinking spaces” affect the possibilities for public outreach and dialogue from Germany outwards?
6. *Optional:* To what extent did our work and priorities fulfil the mission of the regional office of a German political foundation?
- What is the task of the regional office of a political foundation?
 - Was our work sufficiently communicated to Germany and to the party “DIE LINKE”?
 - Are all our colleagues aware of the specific tasks of the regional office of a German political foundation? What is our self-understanding as a regional office?

4. APPROACHES AND TASKS OF THE EVALUATORS, ROLES AND RESPONSIBILITIES [top]

The evaluators have the main responsibility for the planning, implementation, and reporting of the evaluation. The evaluation is to be carried out by one German and one Indian evaluator. The division of work between the evaluators will be agreed upon by the regional office and the unit. Overall responsibility lies with the German evaluator.

The appointed evaluators prepare an inception report based on these terms of reference. Further tools may include initial interviews with the primary stakeholders and the inspection of necessary documents (e.g. programme applications, reports, etc.). The inception report should provide information on the planned implementation of the evaluation and include the methodology, a schedule and a work plan. The inception report should be written in English.

The appointed evaluators will conduct a systematic, empirical evaluation study, which will provide conclusions and recommendations based on the objectives and purposes of the evaluation as defined in the terms of reference.

After the first fieldwork phase, the appointed evaluators will prepare an initial evaluation report, which includes the findings, conclusions, and recommendations. The evaluation report should be available in English, and there should also be an executive summary in German.

Additionally, the evaluators will present the main results to the RLS office in Delhi at the end of the fieldwork phase. Recommendations and an implementation plan can be developed together in workshops and/or similar suitable formats and will provide the basis for the following evaluation phases.

The main results and recommendations will also be presented to the Centre for International Dialogue and Cooperation (CID) at RLS headquarters in Berlin.

Following the final evaluation phase, the appointed evaluators prepare a final evaluation report, which presents the results of the overall evaluation/development of the programme under examination.

Data collection: Data collection takes place in Berlin, Germany, and New Delhi, India. Planning documents will be analysed and interviews will be conducted with local staff of the regional office, office management, representatives of partner organizations, the Asia unit in Berlin and other relevant persons. Group interviews and participatory data collection methods are welcome.

Participation: The staff of the regional office and the Asia unit in Berlin will be involved in the most important steps of the evaluation.

Compliance with professional standards, guidelines, and criteria for evaluations is required, namely those of OECD-DAC (2010 a, b) and DeGEval (2001, 2003). The RLS attaches particular importance to standards that ensure the fairness of the evaluation and those which increase the usefulness of the results and the likelihood of their utilization. Responsibility for compliance with the quality requirements lies with the evaluators.

The RLS regional unit and the regional office make all documents (planning documents, applications, reports, etc.) available and provide contact details for the partner organizations.

In general, the following areas should be evaluated and assessed:

- a. The quality of the programme concept and programme objectives as well as the programme planning [concept quality],
- b. the quality of the implementation and management [process quality],
- c. results and effects [output/result quality].

- d. The evaluation should include: the general parameters of the programme regarding its main topics [context].

5. REPORT AND ADDITIONAL EVALUATION OUTPUTS [above]

The evaluation report has the following standard structure. It will be adapted within the framework of the inception report. It begins with an executive summary (4-6 pages, designed for publication) and contains final recommendations for each of the areas to be evaluated. The evaluation report has a length of 30–40 pages.

Standard structure for evaluation reports

I. Summary

Important: an executive summary for the client; central findings and corresponding recommendations, including the primary recipients of the particular recommendations

II. Preliminary Remarks

Issues to be addressed: methodology (in brief, more detailed in chapter III.), activities, the timeframe of the evaluation, set-up of the evaluation team, participation of partner organizations in the evaluation

III. Presentation and Rationale of the Evaluation Study's Design

A more detailed and comprehensible description and justification of the evaluation study's design, i.e. methodology, specific procedures, self-reflection or self-review of the evaluator with regard to the evaluation process, limits/scope of the findings, quality criteria.

IV. Short Description of the of Programme Components within the Framework of the Regional Programme

Idea and concept, functioning, target group, objectives of programme components, integration of the concept into the overall RLS programme

V. Short Presentation of the General Parameters of the Programme

VI. Results of the Evaluation

Findings / Results for each of the evaluation questions

VII. Conclusions

Conclusions drawn from the findings; from project-specific (if any), to programme-related, to overall conclusions; should be related to the evaluation questions

VIII. Recommendations

Any recommendations assigned to the underlying findings and primary recipient of the recommendations

IX. Supplementary Remarks

X. Appendices

Work flow, travel itinerary, questionnaire, sources

The inception report is another important output, which is to be coordinated with the PM&E unit after preliminary discussions and review of relevant documents. The

inception report is based on the terms of reference as well as verbal recorded agreements with the PM&E unit of the CID–RLS and, if necessary, with the relevant regional unit and/or regional office of the CID–RLS. The inception report is to be prepared in English.

Further evaluation outputs, such as presentations from the final on-site workshop, the minutes of the final discussion, etc. are to be attached to the final report.

If appropriate, publications in internal periodicals (newsletters, RLS newsletters) and publications or presentations in external expert forums can be provided.

In general, the CID–RLS is interested in publishing results about its work and collaboration with its partners worldwide. If one of the parties to this evaluation wishes to publish evaluation results, data, or information about the evaluation process, written consent from the CID–RLS must be obtained.

6. FORM AND OF THE EVALUATION [top]

This evaluation is a process evaluation, which involves fieldwork phases at different points in time. The focus of the evaluation is on the analysis and assessment of the internal structure. The evaluation supports organizational learning and is intended to be incorporated directly into the planning process for the next funding application and to accompany the implementation on a critical basis during the next funding cycle.

Depending on the situation, the fieldwork phases may have to be carried out digitally. This depends on travel restrictions and infection rates.

The first fieldwork phase will last approximately seven days and is planned for November 2020. This will be preceded by a comprehensive study of the documentation. Following this first major phase of the evaluation, the evaluators will present an evaluation report with the main results and recommendations (see above). On the basis of the recommendations, the RLS will develop an implementation plan in consultation with the evaluators. This implementation plan is the basis for the following two evaluation phases.

The second data collection stage of the evaluation will take place in spring 2021 and is closely linked to the strategic planning workshop for the next funding application (2022–2024). The extent to which a renewed presence in Delhi is required for this phase will be discussed in the course of the clarification of the contract.

A third phase of data collection is scheduled to take place in the third to fourth quarter of 2022 and will also constitute the conclusion of the evaluation.

The evaluation will take place between July 2020 and December 2022. The first evaluation report should be available in January 2021 at the latest.

Michael Quinn Patton’s approach to developmental evaluation will be used in this evaluation, the focus being on evaluation question number three (see above). The extent to which the other evaluation questions will also be dealt with in the second and third evaluation phases can be finally determined during the clarification of the

contract. Developmental evaluations aim for a conceptual evaluation. The evaluators become part of the team and support it through evaluative questions and ways of thinking.

Application deadline is Sunday 13th September 2020.

Application to be addressed to Jakob Littmann | Resident Representative

Interested applicants to send PDF format to south-asia@rosalux.org of the following:

- A comprehensive and detailed CV (also if you have letters of recommendation),
- A quote on an evaluation study in accordance with the Terms of Reference, including a time schedule

(Fee, total costs, as well as daily rates, travel expenses will be reimbursed according to RLS guidelines),
- Informal explanations of your work and operations, revealing their experiences with the impact analysis of NGO activities in the international context and related evaluations (Please refer if you have experiences similar to our Terms of Reference).

Consultancy Start Date: Mid-October to November 2020

Expected qualifications

- High methodological competence, especially in qualitative and participative methods, high analytical skills
- Evaluation experience, especially in the field of political education and civil society organizations
- Very good knowledge of the English language
- Good knowledge of the South Asia region
- Knowledge of the work of political foundations is an advantage
- Intercultural competence

7. TIMELINE

Date	Location	Activity, remarks (if applicable)
February – June 2020	Delhi / Berlin	Preparation of terms of reference
	Berlin	Tender
		Selection of evaluators
August 2020	Berlin	Opening discussion
	Berlin / Berlin /	Handover of all relevant documents
	Berlin /	Inception report
November 2020	Delhi	Fieldwork phase

tbc.	Delhi / Berlin?	Workshop recommendations
December 2020	Berlin / Delhi	Evaluation report draft
Late December 2020	Berlin / Delhi	Evaluation report, final version
January 2021	Berlin	Presentation of evaluation report, if applicable
Spring 2021		Fieldwork phase II
3rd-4th quarter 2022		Fieldwork phase III
December 2022		Evaluation report for the entire period
tbc.	Berlin	Presentation of the evaluation