

## Terms of Reference for ex-post project evaluation

‘Creating a Sustainable, Effective and Enabling Environment for the Voluntary Sector in India’  
(project periods 2015-18 and 2018-19)

### 1. Introduction

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Bread for the World is the globally active development and relief agency of the Protestant Churches in Germany working in more than 90 countries across the globe. Key issues of its work are food security, the promotion of health and education, access to water, strengthening of democracy, respecting human rights, keeping peace and the integrity of creation. The work of Bread for the World primarily focuses on the support of projects in the countries of the Global South implemented by local partner organizations.

Bread for the World has been collaborating with the Indian partner organization Voluntary Action Network India (VANI). VANI was founded in 1988 and acts as an umbrella organization of several Indian development oriented voluntary organizations. Its programmatic areas consist of Advocacy, Capacity Building and Networking. VANI’s prime mandate is working towards an enabling environment in order to strengthen the voluntary sector in India.

### 2. Subject of the evaluation

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VANI received support from Bread for the World for the project ‘Creating a Sustainable, Effective and Enabling Environment for the Voluntary Sector in India’ from 2015-18. During this period, VANI intensified its efforts to reach out to Voluntary Organizations at different levels through its capacity building programs aimed at strengthening core knowledge on legal and fiscal laws, convening multi-stakeholder platforms and in enhancing the sector’s visibility in nation development. The project objective was:

*Creating an enabling and conducive environment for the operation and functioning of organisations through research and advocacy.*

The indicators were:

*#1 All VANI members and 25 percent of the non members of the target group file their annual FCRA and Income Tax returns*

*#2 25 Percentage (15 % members and 10 per-cent non members) of small and medium sized organizations adopt and adhere to self certification and ethical code of conduct procedures*

*#3 40 percent women’s leadership in the target organizations*

In 2018, VANI was directed by its board to reorient its strategy and magnify impact by undergoing a strategic review of its mandate and mission. To do so, VANI received funds from Bread for the World for a one-year project period (2018-19) with the following objective:

*After the project period, the enabling environment for operation and functioning for Voluntary Organizations is more enabling and conducive than before.*

The indicators were:

*#1 600 voluntary organisations are legally compliant and have good governing systems.*

*#2 VANI establishes a strategy aligned to the needs of the voluntary sector.*

Bread for the World supports VANI's proposal to carry out an external ex-post evaluation of the two project periods mentioned above. The evaluation shall assess successes and challenges faced and generate lessons learned which can flow into VANI's future work as an umbrella organization for the voluntary sector, working to secure democratic space and participation of the voluntary sector in India.

### **3. Objective and users of the evaluation**

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#### **Objective of the evaluation**

The objectives of the evaluation are to

- a) Assess effectiveness, efficiency, relevance, outcomes/ impacts and sustainability of the two project periods
- b) Assess the expectations of VANI's member and possibly other voluntary organizations towards VANI
- c) Reflect VANI's strategic approach in relation to expectations of VANI member organisations and a context analysis
- d) Provide recommendations on how VANI could best position itself in order to widen or maintain the democratic space for the voluntary sector in India

#### **Users of the evaluation**

The evaluation findings will be of special interest to VANI, with regard to learning from the projects' experiences. The findings regarding the assessment of its strategic approach against a context analysis and member expectations can flow into the further development of its strategic work. The evaluation may also provide insights on the organization of VANI's work relevant to its member and possibly non-member organizations. Furthermore, the evaluation findings will be of relevance to the work of the South Asia unit of Bread for the World.

### **4. Key questions**

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#### **Relevance**

1. How did the project design fit to the critical issues affecting the voluntary sector in India?
2. Was the project design adequate to respond to the needs of the identified target group (member and non-member organizations in the voluntary sector and governmental bodies)?
3. How does VANI's strategy correlate to the expectations of its member organizations?
4. How did the project perform in identifying and understanding the key leverage points for strengthening the enabling environment for participation of the voluntary sector?
5. How does VANI's strategy compare to critical issues affecting the voluntary sector in India?

## **Effectiveness**

6. To what extent were the selected target groups (member and non-member organizations in the voluntary sector and governmental bodies) reached?
7. How was participation and ownership amongst the target groups? How far were women involved in the processes?
8. To what extent were the project objectives and indicators achieved?
  - a. How did the activities and outputs of the project contribute to the achievement of the project objectives (outcome)?
  - b. How successful can VANI's strategy of collectivization, convening, voicing, and decentralization be rated?
  - c. Have the interventions opened doors of some regulating agencies for the sector? If so from who or where? Were the changes person-centric or structural in nature?
  - d. Which constraining elements were encountered during project implementation and how were they dealt with?
  - e. Which changes affecting the voluntary sector has VANI caused, if any, among actors like experts, leaders, CEOs, CFOs, private sector and government?
9. What were the major factors influencing the achievement or non-achievement of project objectives?

## **Efficiency**

10. Were activities implemented cost-efficiently?
11. Were project goals achieved on time?

## **Impact**

12. Which lasting changes has the project created for the target groups, i.e. member and non-member organizations in the voluntary sector and governmental bodies?
13. How did the project outcomes contribute to the attainment of the overall objective?
  - a. What are the medium-term benefits received by the voluntary sector?
  - b. To what extent was the public image and relevance of the sector strengthened?
  - c. Did the project improve the connection of the voluntary sector to different sectors – e.g. the government, corporate foundations, media and academia?
14. Which other intended and/or unintended positive and/or negative changes occurred as a result of the project at impact level?

## **Sustainability**

15. To what extent will the created positive changes have a lasting effect?
16. Did VANI take any measures to ensure that results can be sustained in the medium to long term?

## **5. Evaluation standards, design and methods**

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For Bread for the World funded evaluations it is a requirement that the evaluation standards of the German Evaluation Society (DeGEval) and the principles and standards of the OECD/DAC for a participatory, credible, gender-sensitive and fair evaluation are observed. Both, quantitative and qualitative methods shall be used. Wherever possible, participatory methods promoting self-

reflection shall be applied. The chosen methods shall be inclusive and respect the social and cultural context. In the development of the evaluation design and the choice of methods, sound research ethics need to be applied. The documentation for the methodical approach is requested by Bread for the World as a fundamental component of the evaluation report. Conducting a debriefing meeting or workshop with VANI is considered a central element of the evaluation.

In order to meet the objectives of this evaluation, two methodological elements should be contained in the evaluation design: a context analysis and a survey among VANI's member and possibly other organizations in the voluntary sector to assess expectations towards VANI and explore the strengths and weaknesses of VANI's strategic approach.

## 6. Key qualifications of evaluators

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**The consultant or consultant team should display the following qualifications:**

- Experience in conducting evaluations in similar contexts, ideally including ex-post evaluations
- Experience with quantitative data collection, specifically conducting surveys, qualitative data collection and contextual studies
- Contextual knowledge of the voluntary sector and democratic participation processes in India
- Technical expertise in capacity building, organizational development in the civil society sector and the promotion of good governance
- Gender competence

## 7. Expected products and timeline

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**The expected products of the evaluation are as follows:**

- Inception report
- Presentation in-country
- Presentation to BftW Berlin
- Final evaluation report (maximum 40 pages, in English language)
- Summary evaluation report (5 pages, in English and German where possible)

### Tentative timeline

Deadline	Interim result/ products
02 Feb 2020	Questions on proposal and ToR
16 Feb 2020	Submission of offers
Week 10, 2020 (between 02-06 Mar)	Kick-off meeting
20 Mar 2020	Draft inception report
12 Apr 2020	Final inception report
Apr-May 2020	Data collection and analysis
May 2020	Presentation of preliminary results to VANI
07 June 2020	Submission of draft evaluation report

June 2020	Presentation of evaluation findings
12 Jul 2020	Submission of final evaluation report

## 8. Proposal submission requirements

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Interested consultants who intend to hand in a proposal can submit questions until **02 February 2020** using the e-mail-address below. Answers to all questions asked will be sent to all consultants who submitted questions by **04 February 2020**.

### Submission of offers

Offers must be submitted by **16 February 2020**. A complete offer consists of:

- a **technical proposal**, which states by what methods the objectives of the evaluation are to be achieved, how the consultant(s) will handle the tasks and sets out the timeframe;
- a **financial proposal** stating the fees for the consultant(s), the estimated travel and ancillary costs and subsistence. All costs including VAT must be set out in the financial proposals.
- **CVs or profiles of the submitting consultant(s)** with career details relevant to the offer. For data protection reasons, we kindly ask you to **hand in CVs and/ or profiles as separate files/ attachments**.

We reserve the right to conduct telephone or personal interviews with 2-3 bidders in order to reach a decision. Further, we reserve the right to take a decision among the offers received.

**Please send the complete offer by email to**

**[evaluation\\_ausschreibung@ewde.de](mailto:evaluation_ausschreibung@ewde.de)**

Responsible for ToR:

Evangelisches Werk für Diakonie und Entwicklung e. V.

Brot für die Welt

Ergebnismanagement und Verfahrenssicherung

Judith Stegemann

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