



Terms of Reference for the Evaluation

CB-MOC

Project Title: Education for sustainability: rural schools, children's rights and citizenship at Bahia

Countries of Implementation: Brazil

Project Number: P0100

Project Timeframe: January 2020 – December 2023 (project in focus)
2001 – 2023 (period of long-term-impact)

Project Budget: EUR 225,000 (2020 – 2023)
1,2 Mio EUR (2001 – 2023)

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List of Abbreviations

CB	Crossing Borders
CECA	Conselho Estadual dos Direitos da Criança e Adolescente
DAC	Development Assistance Committee
ET	Evaluation Team
MOC	Movimento de Organização Comunitária
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-Operation and Development
PO	Partner Organization
PR	Public Relations
RESAB	Rede de Educação do Semiárido Brasileiro
RG	Reference Group

1. Context and Background

1.1. The funding partner: Crossing Borders

Since 2011, Crossing Borders (CB) operates as an independent, licensed charity in Austria. However, the association is still tightly linked with OMICRON electronics GmbH (OMICRON) in Austria through its statutes by stipulating that membership is only open to current and former employees of the OMICRON group as well as their family members. CB as an organization is mainly supported by OMICRON and helps children and youths all over the world by improving their educational opportunities. The goal of CB is to bring about a lasting and self-perpetuating change by empowering children to live better, more independent lives. At the same time, CB sees education as a key to improve conditions for families and whole communities.

Under the motto “We change the world for the better,” CB offers financial assistance and organizational support to local and international partner organizations that understand how to set up sustainable educational programs in disadvantaged regions of the world. The focus of CB is to empower children in disadvantaged regions through educational opportunities – this focus stems from the profound belief that this allows CB to maximize the impact of the available resources. It is with this profound sense of purpose that the first projects were funded in 1995, and to this day, each initiative continues to be nurtured under the guidance of a dedicated CB member, who volunteers his or her time to mentor the project. In 2024, CB supported 48 projects in 25 countries with a total of approximately € 1,1 Mio. For more information see [About – Crossing Borders \(crossing-borders.at\)](https://crossing-borders.at)

1.2. The implementing partner: MOC – Movimento de Organização Comunitária

Movimento de Organização Comunitária (MOC) is a Brazilian non-governmental organization (NGO) based in Feira de Santana, Bahia, established in 1967. MOC operates primarily in the semi-arid region of Bahia, with a focus on improving the living conditions of vulnerable communities through sustainable development, social inclusion, and citizenship promotion. The organization has a strong track record of working in education, rural development, economic solidarity, food security, gender equality, and children's rights.

In the education sector, MOC implements initiatives to strengthen the capacity of teachers, improve educational infrastructure, and promote inclusive education for marginalized groups, such as children in rural areas and those from low-income families. By partnering with local governments, schools, and communities, MOC enhances the educational outcomes of children through projects that promote sustainable learning environments and equitable access to education.

1.3. The Project: Education for sustainability - rural schools, children’s rights and citizenship at Bahia

CB has been supporting MOC since 2001 with a total amount of € 1.2 Mio to date, through a series of projects to strengthen the rights and educational perspectives of children and youth.

The support consisted of subsequent annual funding phases/single projects, with slightly different intervention logics, but always around the topics of children’s rights, citizenship and contextualized education in the Sisal Region of Bahia, Brazil.

The funding phase/project in focus for this evaluation was implemented in 8 municipalities in the semi-arid region of Bahia, Brazil, an area characterized by high levels of poverty and social vulnerability.

The education system in Bahia's sisal region faces acute challenges, especially in rural areas where resources and infrastructure are scarce. Schools, especially in the rural area, often severely underfunded due to minimal government support, struggle with inadequate facilities, a lack of educational materials, and underqualified teachers with limited access to modern teaching methods and above all by decontextualized teaching practices. Thus, by ignoring the reality of the child's social and human context, it does not contribute to the integral development of the child and their community. These conditions prevent children from reaching their full potential, limit their future opportunities and contribute to low levels of learning and skills.

Children in these rural schools are also affected by lack of protection of their rights, leaving them vulnerable to exploitation, abuse and neglect. Without advocacy for their rights to education, safety and a healthy childhood, these children remain trapped in a cycle of poverty with limited prospects for improvement.

In response, this project has secured the support of the nine participating municipalities, who are committed to implementing improvements based on the project's findings and approaches. Their collaboration aims to enhance teacher training, contextualize rural education, improve rural school infrastructure and promote children's rights, ultimately fostering a more equitable and empowered community.

Key aspects of the project include ongoing teacher training and the development of methodologies adapted to the needs of rural areas, to facilitate a more effective learning environment. The project also supports online education initiatives to maintain engagement with students, helping to strengthen their connection to school and the importance of learning.

Another key element is the promotion of an organized civil society to advocate for quality education and hold local authorities to account, ensuring sustainable improvements in the education landscape. In Brazil, according to the legislation, rural education must be carried out jointly with civil society, who are the main subjects in the countryside.

Overall Objective

Contribute to the expansion of knowledge, sensitivities, and skills of teachers, coordinators, school managers and civil society for access, defense, promotion and social control in the maintenance of public policies about rural education as a human right of children, adolescents, and their families, in eight municipalities of Bahia's Semiarid Region.

The project will also seek in the long term to prevent the interruption of children's studies, rural migration, child labor, closing rural schools, removing the rights of children and young people.

Specific Objectives

Specific Objective 1: Contribute to processes of continuous formation of subjects with duties (educators, coordinators, school managers, rights counselors, tutelary counselors, and education counselors) aiming at guaranteeing rights and developing a quality contextualized education from the perspective of coexistence with the Semiarid and Sustainability

Specific Objective 2: Promote spaces of playfulness and assessment of multiple learning with children and adolescents from rural schools

Specific Objective 3: Sensitize and mobilize civil society, including children's families, to make social control of the public policies of children's rights and contextualized rural education

Target group(s):

Direct beneficiaries: 6.705 children

Indirect beneficiaries: their family members - 6.800

1.4. Relevant institutional actors in the project region

a) Local authorities involved

#	Municipality
1	Prefeitura Municipal de Araci
2	Prefeitura Municipal de Ichu
3	Prefeitura Municipal de Nova Fátima
4	Prefeitura Municipal de Quijingue
5	Prefeitura Municipal de Retirolândia
6	Prefeitura Municipal de Riachão do Jacuípe
7	Prefeitura Municipal de Serrinha
8	Prefeitura Municipal de Valente

b) Fora involved

#	Project Partner	Municipality
1	Conselho Estadual dos Direitos da Criança e Adolescente (CECA – fecriança)	Nazaré Salvador – Bahia
2	RESAB – Rede de Educação do Semiárido Brasileiro	Juazeiro – Bahia

2. Purpose and Objectives of the Evaluation

2.1. Mandate and Purpose

As Crossing Borders is supporting MOC since 2001 and the project has no defined end time, the purpose of this evaluation is:

- **Project steering:** The findings, lessons learned, and recommendations will be very useful for CB and MOC in the decisions on continuation and adjustments of the support of this project.
- **Accountability and reporting:** The evaluation should examine the success and quality of the project implementation on the basis of professional standards, such as the OECD DAC criteria.
- **Enhance Learning:** the project's partner organizations in Brazil, donors as Omicron Electronics and CB are interested in learning from the implementation of the project in order to continuously improve their own work and the cooperation with other actors.

2.2. Specific Objectives

- 1) To generate insights on the **relevance** of the intervention, especially as to what extent the project addresses the needs and interests of the beneficiaries and the strategic priorities of CB.
- 2) **Efficiency**, particularly the use of resources in line with the budgets and cost-benefit-ratio should also be assessed.
- 3) To analyze the **effectiveness**, generating evidence for the success of the project that can be reported to the stakeholders, and conclusions on how to improve the effectiveness of the ongoing project for the involved parties (MOC, CB and the relevant institutional stakeholders in the project region).
- 4) The **impact** of the long-term cooperation between MOC and CB should be assessed, as far as possible with the available sources of information.

2.3. Final beneficiaries and users of the results

- MOC and its partner organizations who interact with the project's target groups. They are, especially with regard to the learning objective of evaluation, not only the main beneficiaries, but also key contributors of valuable information.
- CB, for whom the results will be of help for necessary steering decisions on project level as well as for longer-term programming. The evidence generated on effectiveness, relevance and impact of the project will also help CB in their fundraising and PR activities.
- The beneficiaries and relevant stakeholders in the project region.
- Other actors working on the same issues and interested in the lessons learned from this evaluation. (NGOs in Bahia, local authorities etc.)

3. Scope

3.1. Temporal Scope:

The evaluation's primary focus will be on the time period between August, 2020 and July, 2023. But since the project is already ongoing since 2001 and still running, the long-term impact of this cooperation should be assessed, as far as possible, too.

3.2. Geographical Scope:

The evaluation will focus on the 8 municipalities in the sisal region of Bahia in Brazil, taking into account that MOC is based in Feira de Santana and.

4. Evaluation Questions

The following evaluation questions, in line with the OECD-DAC criteria, are to be applied to the project cycle of August, 2020, until July, 2023:

Relevance:

- How well did the project align with the needs and priorities of the beneficiaries?
- To what extent were the project objectives consistent with strategic objectives and requirements of Crossing Borders?

Efficiency:

- How efficient were project resources (funding, staff, equipment) allocated and used?
- How does the cost-efficiency of this project compare to similar interventions in the region or sector?

Effectiveness:

- To what extent did the project achieve its intended outcomes and objectives?
- What were the major factors influencing the achievement or non-achievement of the project objectives?

As for the long-term effects of the cooperation between CB and MOC, the following evaluation question, in line with the OECD-DAC criterium of impact, should be applied to the period of 2021 – 2023:

Impact:

- What positive (and, if there is any respective evidence, negative) impacts of the long-term cooperation between CB and MOC have materialized?

5. Design and Approach

The evaluator/s should propose a detailed methodology for the assignment, based on a mixed methods-approach. The data collection must rely on various sources and might include:

- Desk analysis of project documents (proposals and reports of the annual funding phases / projects);
- Data collection on project indicators; (since performance indicators are not coherent over different funding phases and the annual reports do not cover all progress indicators with data, the study will have to rely mostly on qualitative data)
- Online surveys;
- Field visits / local inspection to verify physical achievements / results in all municipalities involved;
- Individual and group interviews / focus group discussions with representatives of stakeholders (MOC, CB, local authorities, others) and participants (men, women) in all municipalities involved (indicative lists of relevant key informants will be supplied by MOC/CB during the inception phase).

The data collection and analysis methods suggested must be sufficiently rigorous to allow for a complete, fair and unbiased assessment. All evidence must be based on solid triangulation and any traces of subjective judgement is disclaimed.

The logical linking chain of data => evidence => conclusions => recommendations must be documented and comprehensible.

The evaluation must follow [OECD/DAC criteria](#) as well as [quality standards](#) for evaluations.

For the assessment of the long-term impact of the cooperation since 2021, appropriate qualitative methodologies should be chosen (e.g. outcome harvesting, most significant change, systematization methods).

6. Workplan/ Key phases of the evaluation

Period / Date	Activities / Deliverables	Responsibilities
November 15th, 2024	Publication of ToR	Reference Group (RG)
December 6th, 2024	Deadline for offers	Evaluation Team (ET)
December 13th, 2024	Selection of consultancy, contract award and signature, payment of the 1 st instalment	RG
Until December, 19 th , 2024	Kick-Off Workshop for clarification of assignment	RG, ET
Inception phase		
January 30 th , 2024	Inception Report Deadline	ET
February 15 th , 2024	Validation of inception report, payment of the 2 nd instalment	RG
2 nd half of February 7 th , 2025	Start-up workshop (online) with key stakeholders and detailed logistical planning	ET, MOC, RG
Surveys / Fieldwork		
February – April, 2025	Fieldwork, Data collection, Data analyses	ET
April 7 th , 2025	Draft report with first conclusions and recommendations	ET
1 st half of April, 2025	Feedback workshop on the first findings and recommendations with key stakeholders	ET, MOC, RG
Review, adaptation if necessary and approval of the draft report by the technical and financial partners		
April 21 st , 2025	Approval of the Draft report, payment of the 3 rd instalment	RG, MOC
Final report		
April 28 th , 2025	Final report deadline	ET
April, 30 th , 2025	Approval of the final report, payment of the last instalment	RG, MOC

7. Deliverables

7.1 Inception Report

The Inception report must have the following structure:

Cover sheet with:

- logos of Crossing Borders and evaluation consultancy
- title of the Evaluation
- date of submission
- names of the author(s)

Table of Contents

List of Acronyms

1. Background, purpose and objectives
2. Evaluation design and approach
 - 2.1 Methodology
 - 2.2 Evaluation matrix
 - 2.3 Data collection
 - 2.4 Data analysis
 - 2.5 Limitations, risks and mitigation measures
3. Quality assurance and ethical considerations
4. Work plan
5. Annexes

Formal requirements:

- written in English and Portuguese (2 documents)
- maximum 25 pages without annexes (each document)
- coherency in format (chapters, headings, page numbers)

7.2 Draft report

The draft report follows the same structure as the final report.

The draft report will be assessed by Crossing Borders and its partners for completeness, and the consultants will be asked to justify why they do or do not incorporate (partly or fully) the comments into the final report.

7.3 A PowerPoint presentation (or other kind of visualization)

of the findings and initial recommendations for the feedback workshop.

7.4 Final report

The evaluation report must be structured as follows:

Cover sheet with:

- logos of Crossing Borders and evaluation consultancy
- title of the Evaluation
- date of submission
- names of the author(s)

Table of Contents

List of Acronyms

1. Executive summary

2. Introduction

3. Background and context analysis

4. Evaluation design and approach

- 4.1 Methodological approach
- 4.2 Data collection and analysis tools
- 4.3 Limitations, risks and mitigation measures

5. Findings

1. Conclusions

7. Recommendations

- 7.1 Recommendations for a possible next funding phase
- 7.2 Recommendations for MOC to improve as a project implementer
- 7.3 Recommendations for CB to improve as a funding partner

8. Annexes

Formal requirements:

- written in English and Portuguese (2 documents)
- maximum 30 pages (each document), without annexes, but including the executive summary of no more than 5 pages
- coherency in format (chapters, headings, page numbers)

7.5 A PowerPoint presentation (or other kind of visualization)

Of the most relevant evidence of the impact assessment of the cooperation.

Estimated working days

Inception phase	8-10 days
Surveys / Fieldwork	15-20 days
Data analysis, feedback and report submission	8-15 days

8. Evaluation Management Arrangements

For the follow-up of this project evaluation, a reference group will be set up on the side of Crossing Borders with the following participants:

- Bernd Marte, CB Mentor of MOC project
- Andrea Kremnitz, CB Regional Facilitator Americas
- Thomas Vogel, Evaluation Manager

The Evaluation Reference Group is responsible for the management of this evaluation and ensures that technical and ethical standards and guiding principles of the evaluation, including impartiality and independence, are met.

The contact person for the evaluation team is Thomas Vogel: vogel-wien@chello.at

9. Requirements for the Evaluator(s)

A consultancy company with local expertise and good knowledge of the project area is preferred. The team must be able to offer the following expertise

- Evaluation of projects with relevant and proven experience in the contextualized education in Northeastern Brazil,
- Gender equality, safeguarding and child protection
- Fluency in English for at least one team member
- Fluency in Portuguese for all team members
- The team leader must have minimum 6 years' working experience in qualitative and quantitative data collection and analysis as well as managing of evaluation teams proofed by a track record

Members of the evaluation team must not have been involved in the design and/or implementation of the project or of any funding phase of the wider cooperation history of CB and MOC. We propose a single consultant or a team of no more than 3 experts for this evaluation. If more than 1 expert conducts the evaluation, the evaluation team should be gender balanced and diverse in experience/qualification background.

The composition of the team must be detailed and explained in the technical offer, as well as the division of tasks between all team members and the added value of each of them.

All documentation must be provided in English and Portuguese.

10. Specifications for the Submission of Offers

A technical and financial offer must be submitted (max. 15 pages - without annexes).

Tenders must include:

- The curriculum vitae, experience and references of the consultant(s)
- Suggestions on the methodology, timetable and action plan and, if necessary, suggestions and recommendations to the mandate
- The number of working days planned for the assignment, including daily rates
- A detailed budget, which must be presented in Euros and must include all taxes, travel costs, logistics (including workshop costs etc.) and other expenses. CB is not allowed to deduct VAT - the offer must therefore stipulate:
 - The net budget of the evaluation (before VAT, to be compared with competing proposals)
 - the gross budget of the evaluation (including VAT)

CB estimates that the total cost (including VAT) of this evaluation will be in the region of € 20,000, although there is a willingness to spend slightly more on particularly strong bids.

For all tenders the following evaluation grid will be applied:

- Methodological quality of the technical offer: 80%
- Financial offer: 20%.

The offer should be sent until **December 6th, 2024** to vogel-wien@chello.at. Crossing Borders reserves the right to extend the deadline if offers received by that date do not meet the requirements.

The payment will be distributed as follows:

- 20% on signing the service contract
- 20% after approval of the interim report
- 30% after the feedback session and delivery of the draft report
- 30% after validation of the final report.