



Terms of Reference

Capitalization of Experience (CapEx)

Country Program of India

1999 - present

I. Purpose and Scope

After over 60 years of development and humanitarian assistance, HEKS/EPER has decided to phase out from India by the end of 2020. Given the wealth of experiences gained during six decades of program implementation, HEKS/EPER chose to conduct a Capitalization of Experiences (CapEx) during the phase-out of India's country program.

HEKS/EPER India's long-time programmatic focus has been on Access to Land and Rural Development, two main topics of HEKS/EPER's International Program (HIP). The analysis of the vast experience of HEKS/EPER India and its implementing partners can, consequently, contribute to shaping recommendations for future HEKS/EPER interventions on Access to Land and Rural Development on a global level and enhance the organization's expertise further.

Although it would have been interesting to analyze the entire engagement of HEKS/EPER in India over the past six decades, the CapEx will concentrate on Access to Land and Rural Development in the years 1999 to present. While HEKS/EPER had supported a very diverse set of projects since the beginning of its presence in India, in 1999, the country program started concentrating on Access to Land and Rural Development. A summary of all notable HEKS/EPER interventions, including those that will not be covered under the CapEx, will be part of a brief Experience Documentation.

II. Objectives and overall questions

The CapEx aims to identify and analyze individual as well as institutional experiences and learnings of HEKS/EPER's work in India on Access to Land and Rural Development during the past two decades. The CapEx shall put forth successes and challenges, lessons learned and best practices, and foster institutional learning. Furthermore, the CapEx shall benefit HEKS/EPER to strengthen its profile for future tenders. The CapEx will provide reflections and answers to the following questions:

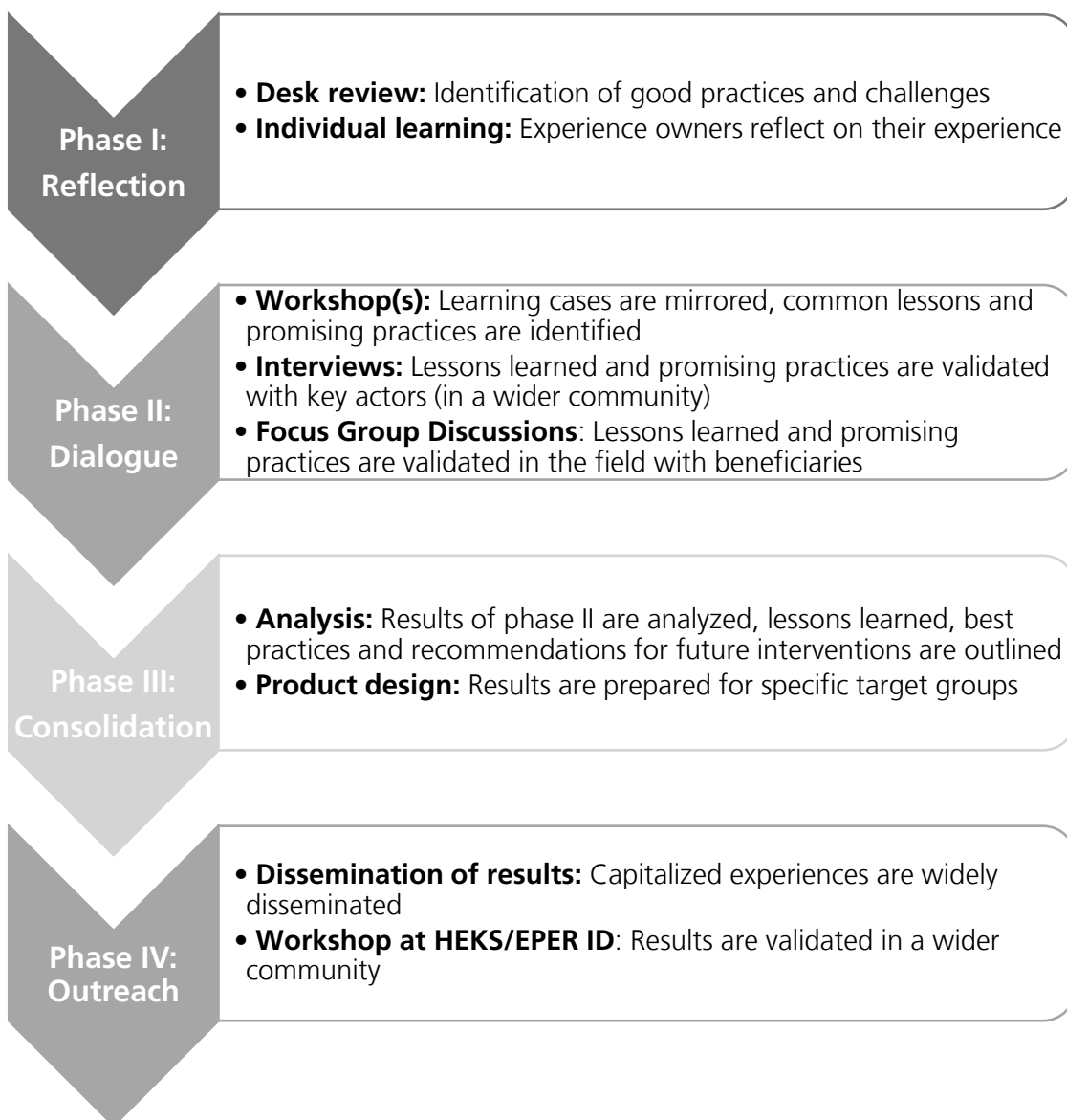
Area of Interest	Key questions	Data Sources	Data collection instruments
Project implementation set-up	<ul style="list-style-type: none"> • How did the forum approach change the partner organization's daily work? • How did the forum approach change the collaboration among partner organizations (e.g. distribution of roles/"power")? • Did the forum approach increase or decrease efficiency? • Did the forum approach foster grassroots-level engagement in the management of the project? 	<ul style="list-style-type: none"> • Project evaluations (2018) • Key partner organizations (past and present) • Former and current staff at HQ and HOI 	<ul style="list-style-type: none"> • Desk Review • Workshop • Semi-structured interviews
Capacity building on grass-root level / Community engagement	<ul style="list-style-type: none"> • What were successful approaches in building capacity on the grassroots level and fostering community engagement? • Has any approach proven to be more effective than others? • How sustainable were the methods used? Have the beneficiaries been enabled to access land and governmental resources in future themselves, or will they further depend on external help? • In how far the target communities have been included in the planning, implementation and monitoring of the projects (ownership and commitment)? 	<ul style="list-style-type: none"> • Project evaluation (2018) • Key partner organizations (past and present) • Former and current staff at HQ and HOI • Beneficiaries 	<ul style="list-style-type: none"> • Desk Review • Workshop • Semi-structured interviews • Focus group discussions with beneficiaries and non-beneficiaries

			(control group) in the field (to be conducted by CD)
Effect of land titles on people's livelihoods	<ul style="list-style-type: none"> • Did the land title change the beneficiaries' life/livelihood/food security, and if yes, how? • What did the beneficiary do differently once he/she had a land title? • Is the land currently under agricultural use? If so, with what crops and with what aim (self-consumption, sale, both)? • Did the land title have effects on the farmers' lives, other than economic ones? • Do the beneficiaries also have A2R? Did they gain this access through the project? If so, do they know how to access the resources without the partner organization's help? • To what extent is this A2R important for the beneficiaries' livelihoods? 	<ul style="list-style-type: none"> • Project evaluation reports (2018) • Annual reports (to a limited extent) • Key partner organizations (past and present) • Former and current staff at HQ and HOI • Beneficiaries 	<ul style="list-style-type: none"> • Desk review • Workshop • Semi-structured interviews • Focus group discussions with beneficiaries and non-beneficiaries (control group, comparison between projects where we "only" supported the obtainment of the land titles with others where we also financed "making it arable" and putting it into use) in the field (to

			be conducted by CD)
Income generation	<ul style="list-style-type: none"> • What were promising initiatives, and why? • How sustainable were those initiatives? Are the communities still involved, or did they give up on it? Why? • What were the main challenges to overcome? 	<ul style="list-style-type: none"> • Project evaluation reports (2015, 2018) • Annual reports (to a limited extent) • Key partner organizations (past and present) • Former and current staff at HQ and HOI • Beneficiaries 	<ul style="list-style-type: none"> • Desk Review • Workshop • Semi-structured interviews • Focus group discussions with beneficiaries in the field (to be conducted by CD)

III. Capitalization process and methodology

The CapEx is an adaptive, participatory process of reflection, exchange and learning.



IV. Deliverables

Capitalization of experience report including documentation of the capitalization process and highlighting lessons learned, best practices and recommendations for future interventions

In addition to the CapEx on the beforementioned subjects, the Country Director and Program Associate will produce a brief Experience Documentation in the form of a timeline to compile milestones and success stories of HEKS/EPER's over six-decade-long engagement in India.

V. Schedule

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Phase I: Reflection									
Desk review									
Individual learning									
Phase II: Dialogue									
Workshop(s)									
Interviews									
Focus Group Discussions									
Phase III: Consolidation									
Analysis									
Product design									
Phase IV: Outreach									
Dissemination of results									
Workshop at HEKS/EPER ID									

Note: The field data from beneficiaries and control groups is collected by the Country Director (focus group discussions and interviews) during approx. 2-3 weeks. An accompanying person draws up a verbatim record of the conversations for the consultant in English.

a. Estimated workload

Desk Review and development of instruments for workshop/interview	7 days
Online workshop facilitation (preparation, facilitation, review)	5 days
Interviews over the phone (preparation, interviewing, review)	2 days
Data analysis and writing	8 days
Total	22 days

VI. Deliverables, profile, timeline and budget of the consultant

a. Deliverables

- Inception report including a listing of methods and approaches that will be used during the workshops and interviews
- Capitalization of experience report including documentation of the capitalization process and highlighting lessons learned, best practices and recommendations for future interventions

b. Profile

- Master's degree in social sciences (e.g. sociology, anthropology, development studies)
- At least five years of research and other relevant professional experience
- Sound expertise in qualitative data collection and analysis
- Strong analytical skills and proficiency in writing in English, knowledge of a local language (Telugu, Kannada, Tamil) would be an asset
- Ability to deliver quality reports/analysis and results in line with established deadlines
- In-depth knowledge of South Asia, in particular, the context of Adivasi and Dalit in rural areas
- Knowledge and demonstrated experience with a human rights-based approach to programming
- Excellent remote facilitation and coordination skills

c. Timeline

Deadline for applications: July 5th, 2020

Interviews: July 15th and July 17th, 2020

Communication to candidates: July 20th, 2020

The mandate will be implemented over the period from August to October 2020.

Travel is not required as the workshops and interviews will take place virtually.

d. Application process

- Information and inquiries: Bettina Malhotra, Program Associate India, bettina.malhotra@heks.ch
- Documents to be submitted electronically to bettina.malhotra@heks.ch:
 1. Motivation letter and CV
 2. Financial proposal
 3. Reference work (two samples)
 4. Two names of reference organizations/persons