

UNICEF-BCO: TERMS OF REFERENCE FOR INDEPENDENT CONSULTANT
I. Information

Assignment Title:	Evaluation of the Integrated Community Development Project ((ICDP) supported by UNICEF in the Chittagong Hill Tract (CHT) districts.
Location:	Dhaka, with extensive field trips to the 3 Hill Districts
Type of Contract:	SSA
Duration of Contract:	45 working days, between 15 July 2001 and 30 September 2011
Workplan Reference	Policy Advocacy and Partnership (PAP) Field Operations Programme, YI 505 – 03 Capacity building for community development services in CHT

II. Background and Justification

The Chittagong Hill Tracts (CHT) is among the most disadvantaged and isolated areas in Bangladesh. The CHT is divided into three districts –Rangamati, Bandarban and Khagrachari– comprising 25 Upazilas and covering a total of 1.4 million people. Most of the people live in small villages known as *paras*. There are a total of 4,599 *paras* in the CHT and each of these consists of 20 - 100 families.

In 1972 UNICEF started its support to the CHT as part of its Country Programme Implementation in Bangladesh. In 1991, UNICEF and the government of Bangladesh jointly formulated a project entitled, "Integrated Community Development Project". This project was under the direct supervision of the Chittagong Hill Tract Development Board (CHTDB) under the Ministry of Chittagong Hill Tract Affairs (MCHTA).

The purpose of the project is to improve the socio-economic conditions of the children and mothers of the disadvantaged families of CHT through provision of basic services of health, nutrition, education, water and sanitation and micro-credit. Although the micro-credit component of the project was handed over to the government since 2006, it is still considered as part of the Integrated Community Development Project.

Between 1997 and 2010, a total of 2,520 *para* centres were constructed and it is planned that by end of 2011 there will be a total of 3,500 in the three CHT districts. 3,500 *para* workers –mainly females– have been trained to run the *para* centres. The *para* worker provides a range of services including organization of early childhood development sessions for pre-school children, health and hygiene education activities to promote immunization, anaemia prevention, use of safe drinking water and sanitation, hand washing and other community development activities. Each *para* centre is supported by a *Para* Centre Management Committee (PCMC) comprising 5 community members including the *para* worker. They ensure that the *para* centre is fully functional with the active participation and ownership of the community members.

Since its inception, the project has been evaluated twice – in 1999 by BARD Comilla and in 2006/2007 through an independent evaluation jointly carried out by Nordic Consulting Group and the RTM. Both reports are available for reference.

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III. Purpose of the Assignment

The purpose of the evaluation is to review the experience of the ICD, assess the project relevance, effectiveness, efficiency, sustainability and progress of implementation of the currently ongoing ICDP project. The findings, lessons and recommendations from this evaluation will be used to adjust the project design, approach and strategies to ensure its sustainability. The evaluation will highlight the main achievements in the last five years and UNICEF's contribution in terms of outputs and progress made in achieving outcomes in the areas of intervention.

IV. Scope of the Evaluation

This evaluation will compare the changes in terms of the situation of children and women in the communities served by the *para* centres to the situation in the *paras* (communities) where there are no *para* centres supported by UNICEF. The evaluation will focus on the last five years of the project, from 2007 to 2011.

The scope of the evaluation will be a comprehensive review of both management and programme components. The programme component will relate to interventions in early childhood education and development, health and nutrition, and water, sanitation and hygiene promotion. The management component will relate to issues of coordination, supervision and financial accounting systems.

V. Evaluation Criteria and questions

The evaluation should cover, among other, the following criteria:

Relevance of the project

- The extent to which the ICDP project as designed is suited to the priorities and needs of the target population
- To what extent are the objectives of the programme still valid
- Whether the activities and outputs of the programme are consistent with the intended impact and effectiveness

Effectiveness

- Have the *para* centres become a focal place for social activities

Efficiency

- Management (administration/financial)- Is the project managed efficiently with appropriate control measures in place to reduce likelihood of misuse of funds;
- Coordination mechanisms- How is the coordination between CHTDB, Hill District Council and Regional Council and government sectoral departments with regards to this project taking place and how can this be improved?
- Capacity needs identified, developed or reinforced and how are these capacities being utilized.

Sustainability

- Sustainability - capacity of *para* workers and concerned officials to deliver services needed to ensure children's survival, development, protection and participation in a sustainable manner and linked to government services
- What is the degree of commitment demonstrated by local authorities and key stakeholders
- Whether there have been any policies or norms to support any changes made
- The perception of different actors

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Initial impact

- improvement in access to services provided by para centers by targeted women and children

Lessons learned and replicability

- Identification of lessons learned
- Identification of policies that can be promoted to improve the effectiveness of the programme and improve the lives of local communities.

Some basic indicators may include:

- Functionality of the para-centres according to agreed criteria
- Knowledge and skills of the para-workers relevant to their roles and responsibilities
- Percentage of children under five years fully immunized against common childhood diseases
- Percentage of women of child bearing age fully immunized against tetanus
- Percentage of children – boys and girls (3-5 years old) enrolled in Early Learning Centres
- Percentage of boys and girls (5 years and over) graduating from primary schools from ELCs
- Percentage of adolescent girls that received a package of interventions to prevent anaemia
- Percentage of families that have access to safe water
- Percentage of families that use sanitary latrines
- Percentage of families that practice hand washing with soap
- Level of involvement and ownership of various stakeholders
- Knowledge and performance of the members of the PCMC

The consultant should propose additional indicators needed for each of the areas covered by the study and identify the information needed to conduct the evaluation.

VI. Methods

The evaluation will utilize a variety of quantitative and qualitative methodologies including, but not limited to, desk reviews, stakeholder meetings, focus groups interviews, in-depth interviews and site visits and surveys.

The evaluator(s) will review key project documents, including any previous evaluations.

VII. Key Deliverables

The Evaluation will three broad phases:

Inception Phase which includes

- Initial meetings with UNICEF staff to finalize details of the evaluation and expectations; review of background documents; reviews and preliminary assessment of project components/activities;
- Prepare and submit Inception Report that will include, among other, the evaluation framework, outlining the approach to the evaluation, an evaluation planning matrix. The report will propose the evaluation design including methodology for quantitative and qualitative data collection and analysis, sampling methods, risks and limitations and how these will be overcome, a workplan with timelines and responsibilities for each phase of the evaluation.

Main fact finding, analysis and assessment Phase

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- Recruitment of field staff as required; data collection that may include face-to-face meetings with key informants, focus groups as appropriate, interviews with identified resource persons, field visits as deemed appropriate.
- Any final consultation with key stakeholders; produce preliminary key findings, conclusions, and recommendations; draft strategy recommended.

Reporting Phase

The draft Evaluation Report will be prepared, presenting the the main conclusions and lessons from the evaluation against evaluation themes which will include relevance, effectiveness, efficiency (institutional arrangements/coordination), sustainability, and any other salient themes derived from the analysis. This phase includes

- Draft Evaluation report for discussion and feedback by UNICEF and key partners. The report should conform to the UNICEF evaluation and reporting standards.
- A powerpoint presentation of findings and recommendations to UNICEF and key stakeholders and a 4 page summary that can be used to succinctly present the evaluation process, findings, recommendations as well as the recommended programme strategy to key stakeholders including UNICEF and government partners in Rangamati.
- Submission of the final Evaluation report, including relevant annexes with detailed data, with actionable recommendations based on findings and discussions with key stakeholders, and incorporating feedback from UNICEF and key partners.
- A Recommended Programme Strategy to ensure sustainability and ownership by duty bearers and right holders.

VIII. Estimated Budget:

The budget will be determined through the financial proposal of the responsive technical proposal in line with UNICEF's policy and procedures.

Funding source: RR (PBA: GC/2005/6012-01 will expire on 31/12/2011).

IX. Indicative assignment dates:

45 working days between 15 July 2011 and 30 September 2011

X. Supervisor:

Dr. U-ba Swee Chowdhury, Divisional Coordinator, CHT under the guidance of Indra Lal Sing, UNICEF Coordinator for CHT and Cox'sbazaar.

XI. Work assignment details:

Description of assignment:	End Product/Deliverable	Time Frame
Inception		
Initial desk review and discussions with UNICEF staff to clarify expectations and outline evaluation plan	Agreement on TOR and evaluation plan	1 day
Develop Inception report with	Inception Report with detailed	

evaluation plan, design, proposed methodologies, sample selection and tools, timelines. This will imply desk review, stakeholder meetings with field visit to CHT.	evaluation design, methodology and tools developed and approved	
Field Work		
<ul style="list-style-type: none"> - Recruitment/training of field staff for survey, data entry/processing - Field work - Qualitative data collection (interviews, FDGs, etc.) - Data entry Data analysis 	Field work and initial data analysis completed	28
Draft Report		
Prepare draft of final report	Draft report submitted for comments	7
Final Report, Presentation and Other Deliverables		
Power point presentation to UNICEF staff and Government counterparts as indicated	Presentation on findings, recommendations and proposed strategy to UNICEF and other stakeholders	1 day
Finalize report and short advocacy summary	Final report submitted, including a separate short advocacy summary	3
Develop Proposed Strategy	Recommended Strategy document submitted	

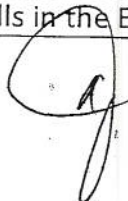
XII. Background Documents (Reading Material)

The following background documents and materials will be provided to the consultant to ensure the understanding of the project:

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XIII. Qualifications

Education:	Evaluators are required advanced degrees, Master's Degree or equivalent, in Evaluation, Economics, Social Sciences, International Development or related field.
Experience:	<ul style="list-style-type: none"> - relevant working experience in Bangladesh and preferably experience working in CHT - 8-10 years of increasingly responsible professional experience in programme evaluation in the development cooperation context. - Very strong quantitative and qualitative data collection and analysis skills. - Strong experience in the design, management and implementation of development programmes and knowledge of programming principles: Human Rights Based Approach (HRBA), Gender Equality, Environmental Sustainability, Capacity Development and Results Based Management (RBM). - Knowledge of the UNICEF/UN programming and preferably of CHT social and cultural context.
Language Requirements:	- Excellent oral and written communications skills in the English language



 5

- Experience in drafting and editing documents

XII. Prepared by:

Mohd. Anwar Hossain, Programme Specialist, Field Operations
Name Title Signature Date
14/6/2011

XIII. Approved by:

Mohammad B. Jalloh, Chief Field Operations Name Title Signature
Date 19/06/2011

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