

Evaluation of the Post-Earthquake Semi-Permanent School Reconstruction Project in Haiti

Terms of Reference

UNICEF Haiti

July 2012

1. Background

The unprecedented Earthquake in Haiti on 12th January 2012 made a catastrophic damage on already fragile education sector in Haiti. With the destruction and damage of around 4,000 schools in earthquake-affected areas, the collapse of the primary building of the Ministry of Education (MoE) and the loss of a large number of teachers, students and staff, the education system found itself without the personnel and infrastructure necessary to provide for the 2.2 million school-age children in Haiti. As part of UNICEF's post-earthquake reconstruction support programme to Haiti, UNICEF quickly distributed tents in order to re-open schools in April 2012 and minimize the interruption of children's schooling (Phase I). Since June 2010, the semi-permanent school reconstruction project was initiated to reconstruct damaged or destroyed structures in 196 schools (Phase II). This project is ended in July 2012. The total project cost has amounted over 25 million US dollars.

Following the post-earthquake reconstruction intervention, UNICEF Haiti Country Office (HCO) is currently expanding its support from the earthquake affected areas to some of the most disadvantage areas in the country, namely in the Northern and Southern Departments. The ongoing new school construction project (Phase III) is designed to build 15 schools in areas where there is difficulty in access to schools.

Globally, UNICEF has expanded its post-disaster construction projects particularly since the Indian Ocean Tsunami in 2004 and the earthquake in Pakistan in 2005. Smaller scales of school construction or rehabilitation are found elsewhere in the world. However, such a large scale of school construction projects is still relatively a new domain of intervention for UNICEF, and it is essential to assess the process and the impact of the project in order to learn lessons for similar future interventions.

2. Objectives of the Evaluation

- To provide UNICEF and the wider public with an overall independent and accountable summative evaluation and key lessons of UNICEF Haiti's post-earthquake school reconstruction project (Phase II) during June 2010 to July 2012, providing UNICEF with a valuable aid both to learn lessons from the project and for future programming, especially for the ongoing Phase III school construction project of 16 schools in Northern and Southern departments (85%).
- To make recommendation for the ongoing school reconstruction project Phase III, focusing on the internal process of the construction management and the feasibility of the

upgraded semi-permanent school design in order to bring required improvement in the management process (15%).

3. Evaluation's Audience

The principal evaluation users are UNICEF HCO stakeholders involved in the construction programming and implementing, as well as UNICEF Headquarter's stakeholders in education, construction and emergency operation programmes. More broadly, the author(s) should also take into account of the considerable interest likely to be shown in the evaluation report by authorities and beneficiaries in Haiti, and by development partners and Civil Society Organisations, particularly those who are involved in school construction.

4. Evaluation Questions and Criteria

Based on the principle criteria of relevance, effectiveness, efficiency, impact and sustainability, evaluation questions will be finalized together with the consultant, taking into account of the following main areas:

- Strategy, design in line with the post-earthquake context, the national policies and UNICEF's overall post-earthquake reconstruction strategy;
 - Complementarity with and value-added to similar actions by other implementing agencies;
 - Concept of Child Friendly School (CFS) in the context of post-earthquake Haiti;
 - Achievement and consistency of main objectives;
 - Implementation process: resources at Country office level: management, staff experience and training (related to construction projects), creation of and execution by the construction unit, contract review committees, construction units, logistics, use of local resources;
 - Coordination and complementarity
 - Engagement of the Ministry of Education in planning and implementation:
 - Key cross-cutting issues/ and cross sectoral issues (gender, inclusion, etc., some of which can be addressed in the concept for CFS);
 - Constraints (resourcing, security, political, etc.);
 - Sustainability of the strategy and the affordability of the unit cost.
-
- Resources provided at Headquarters level;
 - Issues common and typical in UNICEF's engagement in transitional learning space construction programmes: what they are, how they were dealt with, successes and failures in addressing these issues;
-
- Synthesis of lessons identified by UNICEF staff, government counterparts, beneficiaries and other stakeholders;
 - UNICEF staff's opinion on how to incorporate lessons learned in future action;
 - Specific practical recommendations/suggestions by UNICEF staff and other partners for similar future projects and, in particular, for the ongoing School Construction Project Phase III (15 schools).

The evaluation will not concern engineering techniques *per se*.

5. Methodology

The Consultant will make use of the following methodology:

- Documentation review (agreements and other basic documents, project implementation plans, progress reports and results of evaluations to be provided by Country Offices);
- Interview of staff involved;
- Field visits: observation of the project sites and stakeholder interviews;
- Analysis of the information collected;
- Briefing on findings to UNICEF HCO staff;
- Preparation of a draft report;
- Presentation of the draft report to UNICEF HCO;
- Finalisation of the report.

The Consultant may suggest ideas to improve the proposed methodology to UNICEF for approval.

6. Duration and tentative schedule

The mission will be divided in several stages. The number of worked days indicated between brackets is tentative and includes travel time to destinations.

- a. Home-based desk review (2 days)
- b. Visits to Haiti (field visits, interviews, draft report, debriefing) (18 days)
- c. Finalisation of the draft and final presentation (5 days)

The total duration of the mission will be 25 days worked (excluding travel days) that can be split in several periods. The Consultant may propose a different travel schedule for UNICEF's approval should s/he wish to do so. The final report must reach UNICEF on 31 October 2012 at the latest.

7. Deliverable

A report of no more than 30 pages, excluding an executive summary of no more than 5 pages and annexes. The report will record analysis of the evaluation, practical, useful lessons learned and recommendations/suggestions. Notwithstanding, the report will not identify individual sources of information, unless they specifically request so. The names of institutions to which individuals providing inputs belong may be mentioned.