

Terms of Reference (ToR) for Mid Term Programme Review (MTR)

Proyash II Urban Resilience Project

December 2020

1. PROJECT BACKGROUND

Save the Children Bangladesh through its urban resilience project, Proyash has been working to increase the capacity of women, children, schools and local communities in urban slums on risk reduction and resilience so that they have clear understanding on urban hazards, impacts and possible solutions. Considering the vacuum that there is no formal set-up in urban areas for effective disaster management, Proyash Phase II (July 2018- June 2023) is working to develop and train community-based disaster management committees (DMCs), women, children and other community members. It is to be noted that by this time SC has formally set up agreements with government agencies at different levels to exchange expertise on risk reduction and resilience and collaborative efforts for the cities. To sustain the effort, the local DMCs and groups has been trained up and linked with the city corporation and municipalities.

The project is working with local partner organizations, city corporations and municipality, Fire Service and Civil Defense(FSCD), BGD Armed Forces Division, Department of Disaster Management(DDM), Ministry of Disaster Management and Relief (MoDRM), Ministry of Education (MoE), Ministry of Primary and Mass Education (MoPME), Directorate of Primary Education (DPE), Directorate of Secondary and Higher Education (DSHE), Urban Development Directorate (UDD), Bangladesh Institute of Planners (BIP), Capital Development Authority (RAJUK), local government, local CBOs to increase preparedness and resilience for potential urban risks at Dhaka, Savar and Chattogram to cope with shocks and stresses.

Project details:

SC Bangladesh piloted Proyash 1 between 2015 to 2018 aiming to increase the capacities of women and children living in urban slums, local government and the private sector on disaster risk reduction. Phase 1 allowed us to learn many important things about urban DRR, and we plan to build on these learnings during phase 2.

- 2nd Phase Project Duration: 5 Years
(July 2018 - June 2023)
- Beneficiary
 - Direct: 13,125 (6,600 children)
 - Indirect: 65,625
- Implementing Organizations:
 - Save the Children in Bangladesh
 - Social Economic Enhancement Program (SEEP), a non-profit organization is working for the empowerment and participation of disadvantaged and victim children in Bangladesh (both boys and girls, including children with different abilities), and their parents and community, so that they can protect and promote child rights. They are providing support to increase the capacity and skills of the vulnerable communities to cope with natural hazard though DRR and climate change projects.
 - Young Power in Social Action (YPSA), a voluntary, nongovernmental and nonprofit organization is working to create worldwide awareness about the youth community and to ensure youth participation in development programs. These organizations are working with Save the Children from 1999 and almost 20 years back respectively.

The Project is working in the below areas:

Project Working Areas	Ward Numbers
Dhaka North City Corporation	02 Wards, 6 Schools
Savar Municipality	06 Wards, 14 Schools
Chattogram City Corporation	04 Wards, 10 Schools
Total 3 Cities	12 Wards, 30 Schools

Key Components of the Project:

- Mainstreaming DRR into development at city level
- Enhancing capacity of local actors for disaster management
- Engaging local communities for risk reduction
- Policy advocacy for child friendly cities
- School safety management
- Resilient livelihood for women and youth
- Research to assess the efficiency, cost effectiveness and scalability of different interventions.

Project Outcomes:

Outcome 1: Enhanced capacities of women, children and relevant government institutions to contribute to urban resilience in informal settlements.

Outcome 2: School Safety Management will be embedded in policy, guidance and training with the Ministries of Primary and Mass Education, and Secondary and Higher Education.

Outcome 3: Steered policy advocacy to integrate women and children's issues in urban resilience through generated evidence.

Project Key Performance Indicators (KPI) in brief:

In phase 2, the Theory of Change of C&A urban resilience focused some important indicators as KPI that are also mentioned in the project log frame. It is highly important to assess these indicators and also how the project will work more effectively to improve risk reduction and resilience of urban communities. (Please see the details Theory of Change as annex attached). These KPIs are the most important indicators agreed upon with the donor and hence are crucial for this evaluation. Recommendations will allow us to adjust our interventions where necessary to increase the project's impact.

2.THE PURPOSE OF THE MID TERM REVIEW(MTR):

The main purpose of the MTR is to assess progress towards the achievements of the project outcomes and outputs as specified in the project document which would improve programme quality and inform future strategic directions, scalability, potential scopes for wider replication, sustainability planning as well for the remainder of the programme period and beyond.

The specific objectives of the MTR are as follows:

- (i) To assess the project progress to date especially against the KPIs defined and consider programmatic revisions/improvisations to achieve the project LFA targets efficiently.
- (ii) To examine the effectiveness, efficiency and scalable outcomes of the applied components so far, strategies and implementation modalities of the interventions and provide recommendations for further improvement.
- (iii) To understand the impact, cost effectiveness, scalability and challenges of four key components i.e. School Safety Planning (SSP), Urban Risk Assessment (URA), Urban Community Volunteer (UCV) Children and Youth Journalist Group.
- (iv) To capture the learning and provide specific recommendations to improve programme quality along with consolidation planning for future urban projects and sustainability.

Key evaluation questions:

- (1) How well are the child-centred, gender sensitive and inclusive risk reduction and resilience policies at national and local levels being strengthened and operationalized by the project?
- (2) How well are the capacities of institutions, organizations and individuals being strengthened to address risks and build resilience?
- (3) How has the project interventions impacted and contributed to the change of life of women, girls, children and youth in term of building urban resilience?
- (4) To what extent the program design and implementation process contributed to achieving the outcome/objective?
- (5) Are the targeted communities/schools satisfied with the quality of the programme delivery?
- (6) How the resources are leveraged to address resilience priorities identified by schools, urban institutions and communities?
- (7) How well children and youth have participated in and being consulted on risk reduction planning and governance?
- (8) To what extent the resilience interventions are effective, cost-efficient, scalable and replicable for other contexts?
- (9) What process and mechanism have been followed to ensure accountability and transparency towards the community? Does this process help to improve program quality?
- (10) What are the key lessons generated throughout the program intervention? Provide specific strategic directions for future programming in risk reduction and resilience building.
- (11) To what extent the partnership mechanism of SCiBD is effective for community resilience building?

OECD-DAC Standard: During the MTR when considering how the objectives and outcomes have been achieved, the findings will be assessing in line with OECD DAC standards.

A. Relevance:

- I. Does the programme conform to the context and beneficiary needs and prevailing issues in line with SCiBD and partner's strategy and theory of change? / are we doing the right thing?
- II. Did SCiBD and partners implement what they committed to implement in their plans?
- III. Are/were the activities being implemented the most relevant in terms of addressing the urban resilience issues?
- IV. Are/were communities actively engaged in the planning, design, implementation, and monitoring of the initiatives and activities implemented by SCiBD and partner?

B. Effectiveness

- V. What is the status of the progress of this program in relation to its timeline and carry out what was agreed?
- VI. To what extent we are doing the right thing well?
- VII. Are/were there any unintended outcomes, and do/did we have a robust process for identifying and acting on them in a timely manner?
- VIII. To what extent were we effective in managing, establishing accountability mechanism and addressing feedback from communities towards our intervention implemented for them?

C. Efficiency:

- I. Are we getting the most (and best) results for our inputs/ use resources in the most economical manner?
- II. Are we achieving/did we achieve an appropriate balance between cost-efficiency and meeting our organizational principles (eg in terms of community engagement in planning, monitoring and decision-making process)?
- III. To what extent has SCiBD assessed, utilised and built community, partner and government (particularly local government and city corporation) capacity?

D. Impact:

- I. Has our intervention/program brought changes in the lives of targeted communities? Or are contributing to bring differences? If yes, to what extent and how?
- II. How has it impacted different people in different ways?
- III. What impact has SCiBD's policy-advocacy work in bringing about positive changes to building urban resilience?

E. Sustainability:

- I. Is the programme creating ownership and bringing long lasting changes (Beneficiary and stakeholder's livelihood, government policy, structure & practices and context in the urban areas)?

- II. Will the results and positive impacts of our intervention last after the end of the programme?
- III. Is the future of the programme dependent upon SCiBD and partner?
- IV. Are/have we evidenced and documented learning and good practices that can be replicable to other program, project and contexts?

2.1 Scope

The mid-term review will assess the contribution of activities to the achievement of the project activities in terms of achieving the outcome indicators and to assess the effectiveness, efficiency and scalability of project by following OECD-DAC criteria analysing the period from July 2018 to June 2021. This review will help the project team to decide if any changes are needed for effective programme implementation and will also try to capture the learnings and best practices.

The MTR will be conducted in the project locations of Dhaka, Savar and Chattogram. The specific areas and beneficiaries for MTR should be selected considering the balance of geography, ecology and implementing partners responsible for different areas (one partner is responsible for Dhaka and Savar and the second partner is responsible for Chattogram area).

Another scope of the assignment will be to assess some key components especially: School Safety Planning (SSP), Urban Risk Assessment (URA), Urban Community Volunteers (UCV), Children and Youth Journalist Group and understand the effectiveness of the components, understand their sustainability, cost or value for money, whether they are achieving impact at scale, whether they can be replicated in other contexts and to make suggestions about they can be made more effective and impactful overall. The project has a plan to publish the evaluation findings of these scalable interventions separately.

3. METHODOLOGY

The MTR will follow the OECD-DAC evaluation criteria and endeavour to adopt the best practices and methods applied in the evaluation. It is expected that a detailed methodology to be developed that enables the evaluation to meet the objectives given above and that addresses under the scope of work and secondary questions. The consultant is required to briefly present the methodological approach that they will undertake for the MTR and briefly elaborate on the MTR process, tools and data analysis and presentation methods.

3.1 Data Collection

The midterm evaluation will adopt both qualitative and quantitative methods to collect information from primary and secondary sources although most of the data will be collected in a qualitative method. Some quantitative data will also be collected from beneficiaries and other stakeholders when necessary and available. Mainly primary data will be collected for building up the mid-term of the project. Secondary data will be collected for data triangulation purposes.

- **Sampling Size and Sample Selection:**

The consultant team will calculate the sample size based on the standard statistical procedure that will be the representative sample. These sampled respondents will be determined using proportionate sampling technique and random sampling selected from each ward under three working areas according to the area and beneficiary number.

- **Secondary data:**

The first tract will consist of analysis of secondary sources of data. Inclusive and comprehensive desk review of all relevant documents i.e. reviews project proposal, log frame, and project activities (but not limited to).

The review team is required to adhere to the Save the Children Child Safeguarding, Data protection and Privacy policies throughout all project activities.

- **Primary Data:**

All primary data will be collected during the course of the evaluation must facilitate disaggregation by gender and age. This is highly anticipated that the Consultant /review team will take up qualitative methods for the review. Qualitative data collection methods may include Key Informant Interview (KII), IDI (In-depth interview), questionnaires with open-ended questions, Focus Group Discussions (FGD), observations, case studies etc. Besides, the review team may hold discussion with the civil society actors, policymakers, government stakeholders and other stakeholders with whom the project is working to get their perceptions about the changes they have noticed as well as their views about further improvement of the programme.

3.2 Ethical considerations

The study will make clear to all participating stakeholders that they are under no obligation to participate in the midterm study. All participants will be assured that there will be no negative consequences if they choose not to participate. Study will obtain informed consent from the participants. The study team will have to receive prior permission for taking and use of visual still/ moving images for specific purposes. Study will assure the participants' anonymity and confidentiality and will ensure the visual data is protected and used for agreed purpose only.

Expected Deliverables of the MTR review team:

The MTR team will be responsible for the quality and timely submission of his/her specific deliverables, as specific below. All products should be well written (reader friendly and communicative), inclusive and have a clear analysis process.

The deliverables are as follows:

- An inception report with detailed methodology, data collection instruments (English and Bangla) along with mobile based data collection tools, detailed work plan including data collection plan from the field have to submit. Once the report is finalized and accepted, the review team must submit a request for any change in strategy or approach to the SC Project Manager. The inception report will be approved by the Save the Children project team before the mid-term review and the first payment.
- A draft MTR report to be produced by the review team and will also deliver a high-quality Power-Point presentation before finalizing the main report.
- Final Mid Term Review report, incorporating feedback from consultation on the Draft Evaluation Report that meets agreed quality standards and the review team will submit it in both electronic version and signed hard copy to the SC project management.

- All documents are to be produced in MS Word format and provided electronically by email and the hard (2 copies) to the SC Project Manager. Copies of all PowerPoint presentations used to facilitate briefings for the project should also be provided to Save the Children in editable digital format.
- Share dataset of the review and draft data analysis report with proper syntax or backup data analysis file, both LFA indicators and general, with SCI before final report
- Field notes, data set (in SPSS/Excel/others), quantitative data analysis output table or syntax (in SPSS/Excel/others), qualitative analysis and other relevant documents should be submitted.
- Ensuring that all deliverables are submitted to SC project management on time.

Outline of the MTR report:

The suggested outline for the MTR report is below:

- Executive summary (2-3 Pages)
- Introduction
 - Conceptual framework of the review
 - Overview of the evaluation methodology, data collection methods and study limitation
 - Background description of the Program and context relevant to the evaluation
 - Scope and focus of the evaluation
 - Findings:
 - Progress and changes against indicators (outcomes and outputs) as per log frame comparing with the baseline information (summary table).
 - Address each specific outcome of this review in line with project log frame and aligned to each of the key evaluation questions (OECD-DAC criteria).
 - There will be a separate section on the findings from assessing the four scalable components. We plan to publish the key findings from these assessments for a wider audience.
- Recommendations: Next phase planning and sustainability planning of the project.
- Conclusion outlining implications of the findings or learnings
- Reference/Annexures (Project log frame, Evaluation TOR, Inception Report, Study schedule, List of people involved)

4. REPORTING AND EVALUATION MANAGEMENT

The MTR team is to provide reporting against the project plan. The following regular reporting and quality review processes will also be used:

Evaluation Timeline, with key deliverables in bold

What	Who is responsible	By when	Who else is involved
Meeting with Save the Children management	MTR team	1 day	
Desk review, (project proposal, project different event reports, log frame, baseline report, annual	MTR team	5 days	

report, phase 1 evaluation documents and KPIsetc)			
Inception report	MTR team	7 days	
Save the Children team to review the draft inception report and share feedback	SC Project Team and MEAL staff	5 days	SC Switzerland Member Country staff and MEAL Adviser; PDQ MEAL staff
Submission of the final inception report to the Save the Children	MTR team		
Development of data collection tools	MTR team	7 days	SC Switzerland Member Country staff and MEAL Adviser; PDQ MEAL staff
Field test and finalization of data collection tools	MTR team	3 days	SC Project team and MEAL staff and partner staff
Recruitment of data enumerators	MTR team	5 days	SC Project team and MEAL staff
Training for the data enumerators	MTR team	1 day	SC MEAL staff, Project team and partner staff
Data collection	MTR team	10 days	SC Project team and MEAL staff and partner staff
Submit draft data analysis and the initial findings with SC project team and incorporation of SC feedback	MTR team	7 days	SC Project team and MEAL staff
First draft of the Final MTR report	MTR team	7 days	SC Switzerland Member Country staff and MEAL Adviser; PDQ MEAL staff; SC Project team and MEAL staff
Save the Children team to review the first draft of the final MTR report and share feedback	SC Project team and MEAL staff	5 days	SC Switzerland Member Country staff and MEAL Adviser; PDQ MEAL staff;

Meeting with the MTR team to finalize the report	MTR team	5 days	SC Project team and MEAL staff
Validation of evaluation findings and recommendations	SC Project team and MEAL staff	3 days	
Final evaluation report and submission of data and analyses	MTR team	5 days	SC Project team and MEAL staff
		76 days	

5. REQUIRED QUALIFICATIONS OF THE CONSULTANT/MTR TEAM

The consultants will have the following essential qualifications:

- Excellent technical knowledge on development context in Bangladesh; overall experience to work donor funded project or organizations/national or international organization/ international donor, etc.
- Extensive knowledge on humanitarian background, disaster risk reduction and urban resilience context.
- Significant professional background at least 5 years' hands-on relevant experience in conducting qualitative review, research (MTR, final evaluation, baseline study etc) along with quantitative survey.
- Relevant academy background (Master's Degree preferred) including advance degree in Social Science (Sociology, Development Studies, Economics, Statistics) or related fields relevant to assignment and research background.
- Demonstrated experience in conducting primary qualitative and quantitative data collection and analysis.
- Excellent analytical, interpersonal, communication and reporting skills. Excellent proven experience and understanding of program cycle, implementation and M&E procedures.
- The consultant team must have a data analyst or data expert on kobo, SPSS etc.
- Experience with child friendly, Child Rights Programming approach and gender-sensitive approaches. Willingness to comply with Save the Children's Child Safeguarding Policy.
- Mastery of written and spoken English

6. TECHNICAL EVALUATION CRITERIA

Save the Children will assign a committee composed of management and technical team to evaluate the proposals submitted by consulting firms/firms. **One representative must be from the Central PDQ MEAL team.** The selection committee will evaluate the bidders based on the criteria set below. The consulting firm/firm is expected to provide detailed information based on the given framework to ensure fair and effective comparison. The committee reserves the right to drop a competitor that scores the least. The proposals submitted will be reviewed based on the set criteria.

Need to mention the technical evaluation criteria. It can vary but the standard practice is:

Criteria	Score
Technical Proposal (Desk Review)	60
Appropriateness of the MTR design and elaboration for choosing the specified study design	20
Sampling strategy, data collection methods (including the data collection tools), and data quality assurance plan	15
Required expertise (skills) and experience of the personnel of consulting firm/firm to conduct the study. Testimonials will be considered while evaluating the firm.	10
Roles and responsibilities assigned in undertaking and managing the MTR	5
Capability of the consulting firm/firm (management, technical and financial capacity)	10
Oral presentation	20
Financial Proposal	20
Total	100

Pass mark is 40 out of 60 on the technical proposal. Qualified firms who passed in technical part will be called for oral presentation.

Mode of payment to the MTR team:

The payment will be made through the A/C Payee Cheque in favor of the contract holder, that will cover everything i.e. remuneration, field work cost, conveyance, printing, other administrative cost etc. All expenditure during survey time will be taken care of by the consulting agency. Save the Children in Bangladesh will deduct tax, according to the TAX and VAT Regulation of the Government of Bangladesh. 40% after completion of inception report and tools development and sharing of field plan with Save the Children. 60% after submitting the final report of the study and having this accepted by Save the Children in Bangladesh.

7. ANNEXES

Annex 1: Project Logframe

TOR prepared by:	
TOR endorsed by:	
TOR approved by:	
Date of sign off:	

Annex 1: Proyash II Project Log frame


 BGD
 2018-2023_Logframe