

## Terms of Reference

### Final Evaluation of the Save the Children Shiree Innovation Fund Round 4 Out-of-poverty-graduation-model for urban poor: A child focused innovation May 2015

## 1. INTRODUCTION

The Food Security and Livelihoods (FSL) sector within Save the Children in Bangladesh (SCiBD) has a number of programmes addressing poverty, food insecurity and malnutrition in South-West Bangladesh since this is one of the most food insecure regions of all of Bangladesh and most vulnerable to climate change and disaster.

The SHIREE portfolio consists of 4 programmes: Scale Fund-Household Economic and Food Security (HES) Programme: (phase 1 and 2) and three smaller Innovation programmes Round 3 (Tanisha) working with adolescent girls in Barisal Division, Round 4 (urban extreme poor) working in Khulna City Corporation, and Nutrition Innovation program Round 5 working in four upazillas of Bagerhat district. In 2014, Save the Children planned commissioned an evaluation of its SHIREE scale fund phase 1 in order to assess the impacts of its SHIREE portfolio to demonstrate an effective model of graduation from poverty. This evaluation focuses the Innovation Fund Round 4 graduation model (Breaking Inter-Generation Transmission of Poverty). To date a number of internal reviews of the project have already taken place: namely Shiree lessons learned, review of education impact on children, and a large-scale evaluation of scale fund project.

## 2. Scope of work

### 2.1. Objectives of the Evaluation

The purpose of the current evaluation is to assess the impacts of the SHIREE Innovation Fund (4) entitled *Out-of-poverty-graduation-model for urban poor: A child focused innovation*, and in particular the effectiveness of the approach used to secure graduation of extremely poor households from poverty. The evaluation will also highlight the sustainability of increased scale and investigate the value for money on total costs/investments<sup>1</sup>. The specific objectives of the evaluation are:

1. To understand and analytically articulate the impacts of the project on changes in household poverty with specific reflections on income, expenditure, consumption, and behaviour change;
2. To understand and articulate the projects' impact on the well-being of **children** and **youth** (notably dietary intake, child labour, education, access to health and social services);
3. To provide recommendations on how to scale *and* replicate this graduation model both as the project as a whole and, if found suitable, various individual components of the project, making value for money comparison with other equivalent graduation approaches.
4. To conclude the effectiveness of SCiBD M&E system and operational procedures/mechanisms.

The Consulting Team will be expected to draw upon data from an extensive SCiBD monitoring system cataloguing the graduation process as a part of a broad change monitoring system of Shiree (CMS1-baseline, CMS2-Monthly snapshot data and CMS4-Participatory review and project analysis), other

---

<sup>1</sup> Using DFID guidance materials

program records, more recent evaluations (lessons learning report from Shiree, photovoice and children situation report of the project) a range of partner and external institutions including government and donors, beneficiary and non-beneficiary views, including children. Moreover, the selected consultant will be required to conduct additional data collection in the form of household level surveys and individual/group based qualitative data collection (i.e., key informant interviews and focus group discussions).

In order to achieve the above objectives, the consultant team will be expected:

- To conduct analysis on data collected by program staff for baseline survey and data collected during this evaluation by the consultant focused on progress towards achievements of the stated project objectives and objectives found in seminal working documents such as the logframe and final submitted proposal. Specifically, to establish plausible links between inputs, outputs and outcomes and identify factors that contributed to or impeded the program interventions
- To analyse the degree to which different project components reinforced one another
- To analyse how the program ensures enhanced access of women and girls to program activities and benefits.
- To identify which livelihood options are more viable in this particular urban context.
- To identify the link between livelihood component and LRC component (e.g., impact on education outcomes, children's wellbeing, difference between outcomes for girls and boys)
- To identify how the increased income at the household level contributed to the wellbeing of children (if any).
- To collect data at the household and group level utilizing specified collection tools finalized by both SCiB and the consulting team.
- Produce comprehensive, clear and analytically sound presentation and reporting documents reflecting all findings and addressing SCiB specifications finalized in the review planning period of this evaluation.

## 2.2 Suggested evaluation questions

The following questions serve as a sample only and should be augmented, based on the expertise of the Consulting Team:

Theme	Questions	Tools
Impact on Household Poverty	<ul style="list-style-type: none"> <li>• How successful has the project been in increasing income and how has this extra income been invested in the household? (e.g. household consumption behaviour)</li> <li>• What has been the change in children well-being?</li> <li>• Which components/actions have contributed to more effective graduation than others and why (for each project)?</li> <li>• How has the process of IGA selection and IGA choice itself affected the graduation?</li> <li>• How has the IGA specific training affected graduation?</li> <li>• What have been the barriers and constraints to project implementation, and how have these vary between</li> </ul>	<ul style="list-style-type: none"> <li>• Household Survey</li> <li>• Key Informant Interviews</li> <li>• Secondary Source Review</li> </ul>



	<p>different households and locations? What innovation has taken place to overcome these barriers?</p> <ul style="list-style-type: none"> <li>How has the courtyard sessions contributed to behaviour change within the family and community? Which components of the courtyard sessions are most effective, least effective in translating learning into practice? (20 modules on various key social and DRR/CC issues).</li> </ul>	
Impact on Children and Youth	<ul style="list-style-type: none"> <li>Impact of learning and recreation centres (LRCs), reduction on child labour, enrolment in schools, reduction of school-drop outs, vocational training, child protection.</li> </ul>	<ul style="list-style-type: none"> <li>Focus Group Discussion</li> <li>Key Informant</li> <li>Attendance Sheets</li> </ul>
Program Scalability and Value	<ul style="list-style-type: none"> <li>Which elements/components are more scale-able and replicable than others? <ul style="list-style-type: none"> <li>Beneficiary selection process</li> <li>Household Micro plan</li> <li>Input delivery mechanism</li> <li>Capacity building on IGA operation</li> <li>Courtyard sessions</li> <li>Centre Management Committee</li> </ul> </li> <li>How savings could be used as a method for sustaining the children in continuing their education?</li> </ul>	<ul style="list-style-type: none"> <li>Focus Group Discussion</li> <li>Key Informant Interviews</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>To what extent are household improvement gains sustainable over the long term after project completion?</li> <li>How effectively have disaster risk reduction and climate change approaches strengthened households, community and local institutions against natural disasters and climate vulnerabilities?</li> <li>How effective has SCiBD been in linking up extreme households to GoB and other social protection mechanisms?</li> <li>To what extent has projects contributed to overall resilience (i.e. to what extent are the gains resilient to shocks and stresses)</li> <li>How has TVET component contributed (both positive and negative) towards graduation and resilience?</li> </ul>	<ul style="list-style-type: none"> <li>Focus Group Discussions</li> <li>Key Informant Interviews</li> </ul>
Process Evaluation	<ul style="list-style-type: none"> <li>To what extent can the management, partnership and coordination of programme be improved?</li> </ul>	<ul style="list-style-type: none"> <li>Key Informant Interviews</li> <li>Database and Survey Review</li> </ul>

	<ul style="list-style-type: none"> <li>How effective is the SCiBD M&amp;E system in monitoring and evaluating graduation?</li> </ul>	
--	--	--

### 3. Composition of Review Team and Stakeholder Responsibilities

**The team leader** will oversee the evaluation process ensuring that the other team member fulfils her/his obligations, organizing and directing team interactions, planning briefing meetings with SCiBD Shiree program's senior managers and other staff stakeholders, etc. S/he will also consolidate the final report and ensure its quality and timeliness. The Team Leader will ideally cover at least one technical area with extensive quantitative and qualitative research expertise. The team will preferably be comprised of international and nationals with experience of quantitative and qualitative research and of conducting large-scale multi-sector evaluations and field level data collection and should include the following specific technical expertise:

- Livelihoods Specialist***, with experience working in Bangladesh on poverty reduction and livelihood strengthening programmes, including income generation activities, social protection and food security. Experience in urban and child protection is desirable, preferably with experience of looking at poverty alleviation in the urban context
- Child protection (and participation) specialist***, with demonstrated regional (Asian) experience and a strong understanding of necessary and sufficient conditions to support empowerment (for women, men, children, vulnerable households). Experience in using participatory evaluation approaches and tools.

#### **SCiBD Responsibilities**

The Senior Manager-Learning and Impact Assessment with support of Program Director and Research Manager will coordinate the review activities, with technical assistance from relevant SCUK advisors. Save the Children in Bangladesh's Director-MEAL will also assist in guiding the review from technical aspect.

Shiree/SCI program management will be responsible for the following:

- Provide consultants with literature materials/necessary documentation
- Link consultants to partners including DFID, Shiree consortium and government counterparts and other relevant stakeholders
- Communicate with the team members according to Save the Children policies and protocols

### 4. METHODOLOGY AND ACTIVITIES

#### 4.1 Activities

In collaboration with the Director of FSL, Program Director of SHIREE, Senior Manager-Learning and Impact Assessment, Research Manager, the evaluation team will be expected to undertake the following activities:





- Finalize review plan, including the list of key questions to be answered within each technical and management theme (e.g. finance, procurement, administration, human resources, commodities management)
- Develop a framework of data analysis.
- Analyse baseline data to compare with this evaluation.
- Conduct review of data sources and relevant literature according to list provided (M&E Data and relevant literature) and finalize new data collection tools with relevant SCiBD staff to be used in during the evaluation.
- Communicate with Director FSL, Program Director SHIREE, Senior Manager Learning and Impact Assessment, Manager Research covering a detailed Evaluation Design briefing and finalize appropriate review methodology and design in consultation with SCiBD. The evaluation provider should be prepared to state how they will address value for money based on DFID guidance and clear application of OECD DAC criteria. The team should also be prepared to indicate how they will quantify the impacts of the programme with given data and suggest how they intend to produce a counterfactual in the methods using existing data and new data if necessary. To measure replicability, the bidder needs to elaborate approach to assessing potential replication models, strategies and innovations both within and outside of Bangladesh (S. Asia). To achieve this, it will need to ask what are the contextual factors that are important causally in producing intended outcomes.
- Layout and finalize a data collection plan with SCiBD staff.
- Ensure beneficiary participation throughout the process of evaluation. Detailed elaboration of how they will be engaged with and how their views, experiences and perspectives have been used in evaluation.
- Conduct data collection as finalized in the previous points, which will include approaching key stakeholders including beneficiaries, partners as well as Save the Children and SHIREE consortium staff.
- De-brief the FSL senior management upon the completion of data collection and present the data sets collected to SCiBD staff for review and confirmation that the data meets quality standards to move forward with analysis.
- Synthesize findings to prepare a first review presentation.
- Conduct stakeholder (DFID, GOB, etc agreed on discussion with the team.) meetings to present and discuss preliminary findings
- Produce draft report including meeting feedback and present to relevant SCiBD staff for review and comments.
- Finalize report incorporating all necessary edits and re-submit to SCiBD staff for final revisions and approval. Upon final approval from SCiBD FSL Director, the Final report should be presented to SCiBD along with an internally (SCiBD) focused Power Point presentation to all relevant staff.
- Produce an external (i.e., Partners and Donors) Summary report (final approval needed from SCiBD FSL Director) in both English and Bangla with a accompanied PPT presentation of key findings and present this to at least 2 events (internal and external)

The evaluation team is expected to develop a unique SOW for each of the team members. These SOWs should utilize the agreed research questions as a guide in developing the SOWs for each team member.

## 4.2 Deliverables

### List of deliverables



- Draft evaluation plan/design, including detailed SoWs for each expert for the team, as well as the team leader and plan for key deliverables
- Internal stakeholder meetings and information collection (in Bangladesh) will be required
- SCiBD approved data collection tools and accompanied data sets adhering to SCiBD standards of data privacy, security and quality
- PowerPoint of key findings both external and internal version
- Soft copy of all documents/references on flash drive/CD/DVD
- Transcripts of interview notes + meeting minutes in both hard and soft copies
- Filled-in schedules (hard copies of quantitative data)
- Presentation with key stakeholders
- Regular progress/update reports (every Thursday)
- Clean and labelled database
- Draft and final comprehensive internal analysis report (English).
- Drafts and External summary report (English and Bangla).

#### **4.3 Time frame**

The evaluation process is expected to begin during the second week of June 2015. The process is projected to take approximately 40 (forty) working days. A detailed schedule should be prepared by the evaluation team in consultation with Save the Children.

#### **4.4 Budget and payment**

The bidders are required to submit a comprehensive budget for the evaluation of this urban poverty alleviation project, including the fees for team members, travel costs, daily subsistence allowances, accommodation, communication and reporting. The final budget will be negotiated with the consultant.

Of the whole contracted amount, payments will be made in following instalments: i) 20 % of total contract value against detailed work plan ii) 30% after receiving the first draft and iii) rest 50% will be paid at the end of the consultancy service based on successful completion of the task and submission of all deliverables and upon final approval of SCiBD FSL Director. Accommodation and all local travels will be inclusive in the contracted amount that has to be paid by Save the Children.

#### **4.5 Ownership of Research Data/Findings**

All data collected for this review shall remain the property of Save the Children. Any work product resulting from this review must cite the participating partners and DFID as well as include relevant FSL staff as a primary or contributing author.

#### **5. Technical Queries**

If you have any technical query, please bring it at the time of pre-proposal meeting (highly appreciated).

Moreover, Interested Bidder may also contact Dr. Md. Muzaffar Ahmed (Program Director- SHIREE, Food Security & Livelihoods Sector, Email: [muzaffar.ahmed@savethechildren.org](mailto:muzaffar.ahmed@savethechildren.org)) for technical queries before submission of proposal (if required).



## 6. Evaluation Criteria:

Proposal evaluation (technical and financial)	<div>1. Proposal Evaluation Committee (PEC) will review the technical as well as financial proposals as per eligibility/qualification and technical criteria set in ToR</div> <div>2. Technical proposal will carry 70% weight and financial proposal will carry 30% weight (technical pass mark is 60%)</div>																								
Technical criteria	<div>a. Technical evaluation criteria</div> <table><tr><th>SI #</th><th>Evaluation criteria for technical proposal</th><th>Score</th></tr><tr><td>1</td><td>Firm's previous experience regarding Save the Children and similar work in Bangladesh</td><td>15</td></tr><tr><td>2</td><td>Understanding of the assignment</td><td>15</td></tr><tr><td>3</td><td>Methodology</td><td>25</td></tr><tr><td>4</td><td>Data collection, quality assurance, data management plan</td><td>15</td></tr><tr><td>5</td><td>Time-bound roll-out plan</td><td>15</td></tr><tr><td>6</td><td>People's expertise</td><td>15</td></tr><tr><td colspan="2">Total</td><td>100</td></tr></table> <div>b. Evaluation of financial proposal</div> <div>A financial proposal should include summary of costs, breakdown of staff remunerations, travel &amp; DSAs, miscellaneous, overhead costs (if any).</div> <div>Interested firms are requested to submit proposals in light of the criteria mentioned above.</div>	SI #	Evaluation criteria for technical proposal	Score	1	Firm's previous experience regarding Save the Children and similar work in Bangladesh	15	2	Understanding of the assignment	15	3	Methodology	25	4	Data collection, quality assurance, data management plan	15	5	Time-bound roll-out plan	15	6	People's expertise	15	Total		100
SI #	Evaluation criteria for technical proposal	Score																							
1	Firm's previous experience regarding Save the Children and similar work in Bangladesh	15																							
2	Understanding of the assignment	15																							
3	Methodology	25																							
4	Data collection, quality assurance, data management plan	15																							
5	Time-bound roll-out plan	15																							
6	People's expertise	15																							
Total		100																							





## Annexure

### DESCRIPTION OF THE PROJECT

The Economic Empowerment of the Poorest Programme (EEP) is a joint initiative between the Government of Bangladesh (GoB) and UKaid (EEP Challenge fund) from the Department for International Development (DFID)<sup>2</sup>. The programme has adopted the title SHIREE (Stimulating Household Improvements Resulting in Economic Empowerment), which describes ‘steps’ in Bangla, and is used to explain the steps and purpose of the programme to enable 250,000 extreme poor households to climb the ladder out of extreme poverty in a sustainable manner. SHIREE started in 2009 with a value of GBP 65 million until December 2015<sup>3</sup>. The overall aim of the SHIREE consortium is to support the Government of Bangladesh (GoB) to achieve the Millennium Development Goal (MDG) 1-targets 1 and 2 of eradicating extreme poverty and hunger by 2015. SHIREE funds a variety of programmes implemented by a range of different NGOS (international and local) throughout Bangladesh which together aims to enable over 1 million people to lift themselves out of extreme poverty and achieve sustainable livelihoods by 2015. It achieves this through 2 key funding streams:

- **Scale fund:** Proven approaches to improving the livelihoods of the extreme poor taken to scale
- **Innovation fund:** Innovative approaches to improve the livelihoods of the extreme poor tested, evaluated and successes ready for scaling up

Save the Children in Bangladesh (SCiBD) has been managing four projects under the SHIREE portfolio listed below:

- Scale Fund: Phase 1 and Phase 2 SHIREE Household Economic and Food Security Project (HEFS)
- Innovation Programme Round 3: Tanisha (Increasing Incomes and Advancing Social Identities of Rural Adolescent Girls)
- Innovation Programme Round 4: Out-of-poverty-graduation-model for urban extreme poor: A child focused innovation
- Nutrition Innovation Programme Round 5: Improvement of nutritional status of CU2 through increasing protein intake in extreme poor families using nutrition specific and sensitive approaches

<sup>2</sup> The programme management agency is made up of a consortium of partners: Ecorys (UK) is the lead, PMTC-Bangladesh, University of Bath- Centre of Development Studies, University of Cambridge, British Council and Unnayan Shamannay. More recently, SHIREE has been also supported by other donors such as Swiss Agency for Development and Cooperation (SDC)

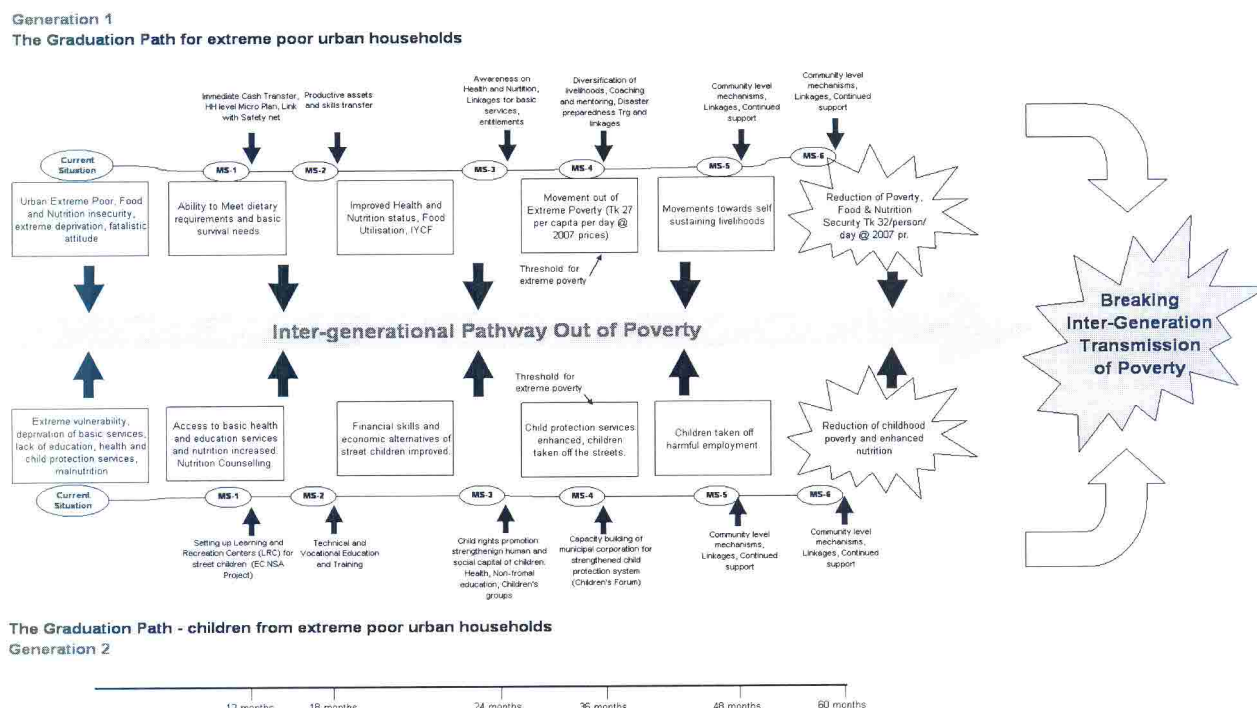
<sup>3</sup> Additional funds have now been secured from DFID and Swiss Development Cooperation (SDC) and Shiree has been granted a business case extension till March 2016 bringing the total value to GBP 85 million.



## INNOVATION FUND ROUND 4: OUT-OF-POVERTY-GRADUATION-MODEL FOR URBAN EXTREME POOR: A CHILD FOCUSED INNOVATION

The aim of the urban innovation project is to support 1200 extreme poor urban children and their households in Khulna City Corporation to graduate out of extreme poverty within three years from January 2012 to December 2014<sup>4</sup>. The innovation of this programme is the integration of asset transfer and training programme (related to IGA) based on the HES model with a stronger child protection focus in the context of urban slum building. The graduation model is summarised in Figure 3 below.

**Figure 3: Graduation model of Innovation Round 4 project**



One of the key innovations of this programme was the adoption of the pre-existing **learning and recreation centres (LRCs)** created during NSA project duration which provides a space for working and vulnerable children to receive basic education (reading, writing, numeracy) and enjoy recreational facilities (playing, singing, drawing). Each centre is supervised by a Centre Management Committee to motivate parents and employers to send children to the LRC. The key components of Innovation Round 4 project involves the following activities summarised below:

### Output 1 Enhanced capabilities of urban extreme poor children and/households to access government safety nets/social protection, and other facilities

<sup>4</sup> This builds on the learning of a previous project, titled “**Strengthening Non-State Actors and Local Bodies to Reduce Child Poverty and Promote Rights of Vulnerable Children (NSA Project)**”, funded by the European Union (February 2010-July 2013). The aim of this project was to build the capacity of non-state actors (NSA) and local bodies (LB) to uphold the rights of children and ensure their overall protection by pulling them out of poverty.

- Develop baseline/profile (micro-plan) to identify household capacity and skills prior to asset transfer and build awareness of eligibility for existing social protection/safety nets/facilities and make appropriate linkages were possible.

## **Output 2 Productive asset base and livelihood options of extreme poor urban households enhanced**

- Strengthen current livelihood options through additional and new /diversified livelihood options based on micro-plans and their capacity to manage and mitigate risks. Support provided through productive assets, skills, stipend transfer, business counselling, training and market linkages etc. Each livelihood options is analysed to ensure that it brings immediate income/employment opportunities and also enhance asset base creation.

## **Output 3: Street children / children from extreme poor urban households have access to services through learning cum recreational centres (LRC) in addition to a smaller group getting access to services and referrals including TVET**

- Work with pre-existing Learning Recreation Centres to enrol children of extreme poor households/street children who have no access to LRCs.
- Establish linkages to potential employees and associations to identify children's problems/constraints in accessing basic services and facilities, best possible livelihood options they would need in terms of skills training, education, inputs and stipend support to be self-employed or linked with local level entrepreneurs or employment based on their skills and interest(less/not hazardous).
- Stipends are provided to families and their working/street children and other categories who are willing to enrol in schools to continue regular study or those children who wanted to admit in the TVET system institutions. Linkages to opportunities for TVET for children are promoted to identify appropriate trade course selection (demand led competency based skills training). The project identifies children who have a potential to enrol in TVET system will be offered need based pre-apprenticeship trade courses through the LRC facilities.
- Linkages to service providers like health, sanitation and safe drinking water will be promoted. The project will work with NSA to inform children and their parents/guardians/employers about the services available and will also ensure periodical children's health check up through the government (School Health Service) and NGOs and Khulna City Corporation facilities.

## **Output 4: Capacity of Khulna Municipality strengthened to enable them to provide social and child protection services for extreme poor households in Khulna town.**

- KCC authority will be sensitized to increase access basic services (health, education, safe drinking water and sanitation etc.) and increase old age allowance/disability support for the extreme poor households having children.

