

## END OF PROJECT REVIEW

Name of the project: "Unnoti...Prosperity in Haor"

### Terms of Reference

#### 1. Introduction

HELVETAS Swiss Intercooperation Bangladesh is implementing the "Unnoti...Prosperity in Haor" Project, which began July 1, 2013 and ends in December 2015. The project aim is to help around 7,500 people take enduring steps out of extreme poverty. "Unnoti...Prosperity in Haor" has been financed by GoB, UKAid and SDC through Economic Empowerment of the Poorest (EEP) programme. EEP is commonly known as Shiree which is a Bangla word for 'steps', used here as an acronym for Stimulating Household Improvements Resulting in Economic Empowerment.

#### 2. Objectives

- To assess the extent "Unnoti...Prosperity in Haor" has achieved its outputs and outcomes/objective by end of the project, as set out in the current Log Frame ( Annex A)
- To review performance of project partners and assess the extent to which the project has achieved value for money as defined in the DFID VFM framework.
- To document operational lessons of the "Unnoti...Prosperity in Haor" Project to feed into future programming.

#### 3. Recipient

HELVETAS Swiss Intercooperation and EEP/Shiree.

#### 4. Scope of Work

The review team will produce an overall end of project review report and summary reports using the agreed format developed by the consultant. The end of project review will be guided by, but not limited to, some of the OECD DAC quality criteria. It will primarily use Log Frame and "Unnoti...Prosperity in Haor" Project graduation indicators. It will also serve as main data source for completing the donors' end of project report. Specific areas to be covered include, but are not limited to:-

- *Relevance:* Assess the extent to which the project was appropriate and coherent with policies of both the Bangladesh Government and donors. In addition how necessary and sufficient were the selected interventions in achieving MDG targets within the project period.
- *Effectiveness:* Document the extent to which the activity has achieved its clearly stated project outcomes/objectives; highlighting any unintended outcomes, positive as well as negative.
- *Efficiency:* Highlight the extent to which the "Unnoti...Prosperity in Haor" Project represents value for money and the efficient use of resources (funding, people and other resources) and how effectively it managed risk.

- *Impact:* Consider the extent to which the activity has produced positive or negative changes (directly or indirectly, intended or unintended) assessed against “Unnoti...Prosperity in Haor” Project’s graduation model and the Log Frame indicators.
- *Sustainability:* Provide an opinion on the extent to which the results of “Unnoti...Prosperity in Haor” Project are sustainable after closure of the project. Provide recommendations, if appropriate, of how sustainability can be improved.

In addition to the above 5 analytical measures, the end of project review may provide a commentary on the following issues (subject to data availability and budget constraints);

- *Gender Equality:* the extent to which the “Unnoti...Prosperity in Haor” Project has achieved gender equality and women’s empowerment.
- *Analysis and Learning:* the extent to which the activity was based on sound technical analysis and continuous learning; to what extent the “Unnoti...Prosperity in Haor” Project has used opportunities for analysis and learning to improve the project.
- *Review of Financial Management Procedures:* This should include review of a) budget spend against planned, b) how the most recent audit recommendations were taken up
- *Cross Cutting Issues:* the extent to which activities addressed cross cutting issues such as disability, disaster risk reduction, climate change/ variability, savings and nutrition.

#### **Key Evaluation Questions:**

These questions should be interpreted as guiding questions. The Consultant may feel it appropriate to break the questions down into sub questions in order to provide better insights.

Question 1: *To what extent did the project contribute to local economic development (local economy)? To what extent have there been spill-over effects and benefits to non-participants?*

This question will look at relevance and effectiveness, and aims to understand the project’s contribution to building a local economy which the project beneficiaries are able to contribute to, and identifying other changes due to the project that benefit others.

Answering this question will include examining the overall approach, including:

- The extent to which the project engaged different service providers/ organizations /GoB to provide or facilitate rights, services and resources to project participants;
- Whether the project targeted an appropriate beneficiaries including various social groups such as the disabled, widows and elderly;
- Whether the selected interventions were appropriate for the context, and brought about the desired change as per EEP goals.

Question 2: *Using the graduation criteria developed by the project, how many people have been helped to graduate out of extreme poverty and to what extent is this graduation sustainable?*

This question looks at Sustainability and Impact. Answering this question will involve looking at the number of graduating households, and assessing how this has improved the lives of the beneficiaries in some of the following areas:

- Increased income, expenditure, asset ownership and savings
- Improving nutrition practices (breastfeeding, micronutrient consumption, supplementary feeding etc) among targeted mothers and adolescent girls
- Access to services
- The effects of market linkages on increasing the profits of business group members
- Improving the status and socio-economic empowerment of women and girls
- Improving food security of households
- Reducing vulnerability and increasing social capital.

Answering this question will aim to assess the extent to which graduation is attributable to the activities of the project. This will be done by investigating and comparing project activities with those of government, and other actors. This question should seek to identify and produce evidence for some of the major factors driving sustainable graduation, and those that prevent households from graduating sustainably.

#### 5. **Methodology**

The evaluation will broadly use the following methodology -however, the team will develop a detailed plan in consultation with HELVETAS Swiss Intercooperation during the review and before undertaking field visits.

- Desk based review ( reading concept note, project proposal, annual report, project budget and EEP/Shiree ToC)
- Meeting/workshop with relevant staff of HELVETAS Swiss Intercooperation, and EEP/Shiree
- Field visit (FGD, key informant interviews, meetings with HELVETAS Swiss Intercooperation and it's sub partners IDEA/ ERA field staff and community representatives, observing field activities)
- Review "Unnoti...Prosperity in *Haor*" Project proposal, budget, log frame, annual reports, monitoring reports, audit reports and other relevant documents.
- Data analysis and report writing (draft and final) to include qualitative and quantitative data, triangulation of findings, etc.
- Debriefing to HELVETAS Swiss Intercooperation Bangladesh

#### 6. **Outputs and Deliverables**

- a) An indicative review work plan, End of Project Review Report (not more than 20 pages excluding annexes). The report must include an executive summary (covering the key issues and findings maximum 3 pages), main body with recommendations and progress against log-frame
- b) Validated "Unnoti...Prosperity in *Haor*" Project Self assessed End Project Review Report

#### 7. **Reporting**

- Present a detailed *end of project review plan* to HELVETAS Swiss Intercooperation and the Partners within 3 days of commencing review work;
- A debriefing on the key findings after completing field visit;
- A draft evaluation report will be prepared as per reporting format enclosed herewith( enclosed later)
- HELVETAS Swiss Intercooperation will provide written comments and feedback on the draft evaluation report within 5 working days
- Final report should be submitted within 7 days after receiving comments.

## 8. Time Frame

The mission will take place between August and September 2015, while the draft report is deadline 15 September 2015 and final report submission by 05 October 2015. The maximum number of working days is 20days including preparation, local travel, meetings, field visits, interviews, workshop and report writing.

## 9. Indicative Time frame

Activity	Time frame	Purpose
Planning, preparation and briefing meeting	1-2 days	
Initial review of documents	2-3 days	
Field visit	5-7 days	
Drafting reports	3-4 days	
Debriefing	1 day	
Reports finalization	5-7 days	
Total	20 days maximum	

## 10. Coordination, Logistics and Facilitation

The consultant will report to Md. Zahid Hasan, Programme Officer, HELVETAS Swiss Intercooperation Bangladesh, H # 13/A NE (K), Rd # 83, Gulshan, Circle 2, Dhaka 1212, Bangladesh Email: [zahid.hasan@helvetas.org](mailto:zahid.hasan@helvetas.org). Logistics and field schedule will be organized and coordinated by (1) Mohammed Salahuddin, PM.

## 11. Reading materials

The team will have full access to project reports and other documentation (e.g. monitoring and research reports) among which the main items are:

- “Unnoti...Prosperity in *Haor*” Project Project Concept Note, Project Proposal and log frame
- Annual Reports, and Project Budget
- Self assessment report (template attached) of “Unnoti...Prosperity in *Haor*” Project
- Financial Audit reports and management response

## **12. Consultant qualification**

- Experience in leading similar review/evaluation of livelihoods, social protection and poverty reduction projects/ programmes demonstrated skills.
- Strong skills and expertise on participatory methods, graduation, gender, health, nutrition and food security and Social development
- Experience of working in /reviewing of similar programme/projects in Bangladesh.
- Strong analytical skills
- Excellent interpersonal communication skills
- Excellent English drafting and communication skills

## **13. Background information of the project**

### **13.1. Context**

HELVETAS Swiss Intercooperation (short: HELVETAS) implemented between September 2009 and August 2012 the shiree Innovation Round 1 project "Agricultural Innovation for Eliminating Extreme Poverty (AIEEP)". The project was located in the haor areas of Sunamganj district, in north-east Bangladesh. As read from its title, the purpose of this project was to eliminate extreme poverty by improving food production and creating additional income through improved access to innovative agriculture, horticulture and fisheries technologies. This access to new technologies equipped the beneficiary households (BHH) to secure more regular sources of income through additional production opportunities, improved productivity, and increased employment, additional marketable surplus of produces, and better access to markets. The innovation project provided support to 1,000 extreme poor households to graduate from poverty. Despite some difficulties caused by natural calamities, the project made significant progress in terms of graduation of BHH from extreme poverty. As per the lesson learning report (Shiree, 2012)<sup>1</sup>, the AIEEP project made the following significant achievements:

- Monthly income per BHH increased from BDT 1,101 to BDT 11,171 in terms of both cash and kind income.
- After inflation adjustment for 2011, 59% BHH have crossed the poverty line and 8% BHH crossed the extreme poverty line according to cash income
- After inflation adjustment for 2011, 73% BHH fall under non-poor category, 2% BHH fall under poor category and 25% BHH remain in the extreme poor category.
- Monthly expenditure per household increased from BDT 1,318 to BDT 8,321.
- Significant numbers of households generated productive assets. As for example, at the baseline, 100% households did not have any livestock and 94% households did not have any poultry. In the end line, 35% of all households had livestock and 91% had poultry.
- At the time of the baseline, 6% of households had savings; while in the end line survey found that 93% of households had some amount of savings.

- Loans received by BHHs from informal sources with interest reduced from 64% to 2%.  
The above significant achievements indicate that access to agricultural innovation technologies accompanied by some smart hardware support (asset transfer) enabled the households to graduate from poverty and improve their livelihoods. Considering the above changes, HELVETAS proposed to scale up the innovation under the AIEE project for another 2,500 extreme poor households within the working sub-districts (upazila) of the innovation project and in neighbouring sub-districts (upazila) under Sunamganj district.

According to DFID/EOP/shiree requirement HELVETAS has submitted another proposal for additional households of 5,000 extreme poor households to incorporate under the Unnoti project. The following aspects were considered while looking into the possibility to add BHH to the project:

- During the selection of BHH, HELVETAS experienced that there is a huge number of extreme poor households in the proposed project area
- Overall cost efficiency could be increased as HELVETAS could make better use of its existing Project Coordination Unit (PCU) and could cover more BHH through its existing structures in the field, i.e. already existing staff and offices
- HELVETAS is implementing two large SDC funded projects (Samriddhi and Sharique) in the area and can establish synergies between its different projects; e.g. it would use local service providers developed by the Samriddhi project, while safety net support from the Union Parishads to the Unnoti BHH could be promoted through the Sharique project
- HELVETAS has gained a good level of experiences to support BHH graduating out of extreme poverty by using innovative agriculture, livestock and fisheries technologies
- During initial project planning, but also already during the AIEE innovation fund project, both district and upazila administration requested to cover more BHH
- The additional initiative contributes to reducing extreme poverty in the haor area
- There are Khas lands in the working area, and the Union and Upazila Administration showed their willingness to allocate khas land among the BHH
- Critical mass of BHH in a specific location will ensure additional benefits in terms of dealing with market actors (input and output) due to the following reasons:
  - Requirements for inputs (asset transfer) will be substantial which will create attention of input companies/ dealers. Thus, it is expected that BHH will get quality inputs at reasonable prices as it will reduce transaction cost of the companies/ dealers.
  - Quantity of the produces, e.g. vegetable, in a specific location will increase. Thus, output market actors would offer a good price as they could reduce transaction cost due to reduced transport costs (higher quantities for less transportation).

Therefore, the project will graduate 8,500 extreme poor households out of extreme poverty including the livelihood and nutrition component.

### **13.2 Identifying the “bottom” ten percent (direct beneficiaries)**

The nature of poverty is multi-dimensional and has four main causes in Bangladesh: lack of economic opportunities, low human capabilities, disempowerment and high insecurity. The extreme poor in particular lack the power to change their situation themselves for the following broad reasons:

- Social position; i.e. social status; ethnic, religious, economic and gender discrimination
- Human conditions; i.e. low / irregular income, lack of education and skills, lack of livelihoods opportunity, no access to working capital, high vulnerability to risks
- Institutional environment; i.e. weak governance and justice, inadequate social security system, exclusive attitude and lack of responsiveness from elites and other stakeholders

In the context of Sunamganj, all these reasons are prominent due to remoteness of the area, putting people in a situation in which they are excluded from development and economic activities, where they cannot easily access services of all kinds and where they are at constant risk from natural disasters. It is therefore easily understandable that the percentage of extreme poor is particularly high in this region (35% against the national average of 18%).

HELVETAS experienced that using absolute criteria for defining levels of poverty is not consistently accurate for different parts of the country. This is why HELVETAS facilitates community to appraise itself considering different socio-economic categories. This is achieved through a participatory well-being analysis using locally defined criteria (usually relating to land tenure, employment, annual income, assets, housing, health, social issues, vulnerability, literacy, clothing, and nutrition). The results are cross-checked by the community at the end of the exercise to ensure broad acceptance and ownership. They are also triangulated by HELVETAS given its knowledge and experience of the local poverty. Extreme poverty is generally faced by the whole family (parents and children) and includes a present and future perspective. In the process of selection, and then implementation, HELVETAS will therefore follow a household approach, which allows the development of a "family business", making better use of human resources and diversifying production. The household approach, however, doesn't discard single member households like e.g. widows without children who often belong to the poorest groups. On the contrary, such groups have to and will be considered. These small household will further benefit from the project's plan to link the household with a group or community approach.