

Section 4, Annex A

Call-down Contract

Terms of Reference

Longitudinal monitoring and independent impact assessment of CLP-2

1. Introduction

The Chars Livelihoods Programme Phase 2 (CLP-2) is an integrated poverty reduction programme co-funded by UKaid through the Department for International Development (DFID) and the Australia's Department of Foreign Affairs and Trade (DFAT). It operates in one of the world's most vulnerable and challenging locations – the island chars in north western Bangladesh – and aims to improve the livelihoods, income and food security of extremely poor people living in this area. The Rural Development and Co-operatives Division of the Government of Bangladesh's Ministry of Local Government, Rural Development and Co-operatives sponsors the project, which is implemented through Maxwell Stamp Plc.

The first phase of the programme (CLP 1) was implemented between 2006 and March 2010; the second phase of the programme (CLP 2) began in April 2010 and runs until April 2016¹. CLP 2 aims to:

- lift more than 65,000 households (more than a quarter million people) out of extreme poverty, based on a set of multidimensional graduation indicators;
- protect 300,000 people from risk by raising 77,000 homesteads on to plinths at least 60 cm above the historical high flood level. It will provide more than 580,000 people with access to a sanitary toilet and over 400,000 people with access to safe water;
- prevent food insecurity of more than a quarter million people by providing integrated asset transfer and 2 million person-days of paid work during the annual “*monga*” periods;
- promote livelihoods for more than 300,000 people (over 78,000 families) by transferring productive assets (e.g. livestock, seeds, saplings) directly to women from the poorest² families. These “core beneficiaries” will also receive an 18

¹ With a possibility of further (no-cost) extension until June 2016.

² Key eligibility criteria for core package: landless; assetless; jobless; women-headed household

month support package including: cash and vouchers; latrines; food supplements; and community group formation and training³.

CLP-2 uses rigorous selection criteria and a series of selection processes to ensure appropriate targeting of the programme interventions⁴. CLP 2 has taken a phased approach to implementation, with beneficiaries entering the programme through one of 6 cohorts. Cohort 2.1 entered the programme in May 2010, while the final cohort, 2.6, entered the programme in September 2014. Comprehensive baseline data has been collected for each cohort, with follow-up data collection taking place annually. Data has not been systematically collected for non-beneficiaries.

2. Objectives

Within the **broad aim** of building an evidence base to reduce extreme poverty and support pro-poor and inclusive economic growth and social development, both in Bangladesh and globally, the evaluation aims to:

2.1 Assess the effectiveness of CLP 2 in:

- (i) achieving its main objectives (impacts and outcomes); and
- (ii) sustaining developmental impact by strengthening household resilience.

2.2 Draw lessons from CLP's experience to inform delivery of similar programmes, both within Bangladesh and globally;

3. Indicative Scope

An evaluability assessment of CLP in November 2013, conducted by the Economic Policy Research Institute, recommended the undertaking of an operational review of CLP 1 and CLP 2, combined with a longitudinal monitoring exercise for CLP 2. An optional third component was also proposed, comprising a non-experimental (quasi-experimental) impact assessment of CLP 2, building a counterfactual from cohorts that have not yet joined the programme.

Due to time constraints, and an urgent requirement for findings to feed into design of future livelihoods programmes, the operational review was contracted separately, began in November 2014 and will be completed early in 2015⁵.

³ For more detailed information see Section 11 and Development Tracker: <http://devtracker.dfid.gov.uk/projects/GB-1-114175/documents/>

⁴ See following link for more detail: http://clp-bangladesh.org/wp-content/uploads/2014/08/selection-brief_final.pdf

⁵ Where timings overlap, the Independent Expert Team may interact with the operational review team, but will otherwise have access to the review's findings

This document therefore provides Terms of Reference for an **independent expert team** to manage an **impact assessment of CLP 2** combining the longitudinal monitoring exercise and a non-experimental (quasi-experimental) impact assessment⁶.

The longitudinal monitoring and attribution analysis for the impact assessment will draw largely on **existing baseline and follow-up data** collected by CLP. Since the completion of the evaluability assessment, programme implementation has continued and all 6 cohorts are now receiving the intervention. While some further **quantitative** data collection may be possible, this would have to take place within the constraints of the programme implementation cycle and would not be able to draw on a pure 'control' group. Collection of additional **qualitative** data is expected, both to inform the quantitative analysis and to provide insights into any trends that are identified. A summary of the baseline and follow-up data collected for each of the CLP 2 cohorts is included in Annex 2.

The indicative scope of the evaluation is outlined below:

- **During the inception phase:** Validate CLP's existing **quantitative data** and review the usability of existing **qualitative** data to finalise the scope of work. Develop an approach and implementation plan for the combined longitudinal monitoring and impact evaluation. Draw up a communications plan for the evaluation.
- Drawing largely on existing data collected by CLP, carry out a **longitudinal monitoring exercise** to assess the resilience of developmental impact over time, relative to a baseline multi-dimensional index of developmental impact.
- Implement a **non-experimental (quasi-experimental) assessment** of the programme operations and impacts using CLP's existing administrative and other data sets (both quantitative and qualitative), additional qualitative data and possibly new quantitative data collection using appropriate sampling methods as necessary and approved in the implementation plan⁷.
- Ensure that quantitative data analysis is informed by and triangulated with a **qualitative assessment** of the programme operations and impacts using, for

⁶ In addition to the operational review, it should be noted that an independent impact assessment of CLP 1 was carried out in 2011. This assessment developed an indicative theory of change for CLP 1, however this was not incorporated into CLP 2, which was designed and began implementation before the assessment was published. CLP 2 is also part of an ongoing impact evaluation looking at the added value of nutrition interventions to livelihoods programmes (along with two other DFID-funded livelihoods programmes, UPPR and EEP). The Innovation, Monitoring and Learning Division of CLP also undertakes research studies, which can be found on the programme website: <http://clp-bangladesh.org/publications/research-reports/page/2/>

⁷ NB: the final cohort of beneficiaries (2.6) entered the programme and began to receive CLP support from September 2014. Any plans for additional data collection will need to work within these constraints, given that the suggested approach outlined in section 5 envisaged cohort 2.6 as the control group.

example, focus groups discussions, in-depth interviews, key stakeholder consultations, analysis of the existing qualitative data base and other approaches as appropriate and approved in the implementation plan;

- Produce, edit and publish a draft and final fully integrated quantitative-qualitative evaluation report.

In addition, the Independent Expert Team will be expected to:

- Consult broadly with key stakeholders to define the key objectives of the evaluation;
- Meet regularly to coordinate and triangulate approaches, both remotely and in person as appropriate;
- Provide updates to the evaluation steering group, including a presentation of quantitative findings prior to carrying out the remaining qualitative work and authoring the final integrated evaluation report.

4. Key questions and themes:

The longitudinal monitoring and non-experimental (quasi-experimental) impact assessment should assess the **effectiveness** of CLP 2 in achieving its objectives; the **impact** of the programmes activities; and the extent to which strengthened household resilience leads to **sustainability** of the programme impacts.

Key evaluation questions focus on the impact and outcome level indicators within the programme log-frame (see Annex 5), however it will be important to also capture important changes and impacts (both intended and unintended) not explicitly mentioned in the log-frame.

An indicative set of questions is outlined below, but it is expected that these will be refined and rationalised during the inception phase (and may be influenced by the review of the usability of data). The assessments will address a number of questions and themes, which may be modified during the inception phase. In addition to the questions outlined below, cross-cutting themes such as gender should also be considered.

Indicative Evaluation Questions: grouped under OECD/thematic areas

A. Sustainable Impact

- I. How many people from the core participant households (CPHHs) have been lifted out of extreme poverty– based on Rajshahi (or Rangpur) rural lower poverty line - through the programme? To what extent is this graduation sustainable? To what extent the impact is **attributable to the CLP**? To what extent has CLP 2 contributed to reducing the poverty gap?
- II. To what extent has the CLP: (a) reduced malnutrition, particularly for females and under five children; and (b) improved food security of the CLP participants

B. Effectiveness

- III. Using the graduation criteria developed by CLP 2, how many people of CPHHS have been helped to graduate out of extreme poverty? To what extent is this graduation sustainable? What are the major factors that drive sustainable graduation? What are the major factors that cause graduating households to become non-graduated – i.e. to fall back towards extreme poverty? To what extent is the graduation attributable to the CLP?
- IV. To what extent has the CLP improved livelihoods of CPHHs in the following areas: increased income, expenditure and savings, improved asset base?
- V. To what extent has CLP-2 improved nutrition practices (breastfeeding, micronutrient consumption) among targeted mothers and adolescent girls?
- VI. To what extent have market linkages contributed to increases in the profits of all business group members?
- VII. Based on the CLP's empowerment scorecard, to what extent has the CLP contributed to enhancing the status of participating women and girls and empowering them socio-economically?
- VIII. In what ways and to what extent has the CLP reduced the vulnerability of participating households?
- IX. In what ways and to what extent has the CLP increased the overall well-being of its CPHHs and their families?
- X. To what extent has CLP-2 improved social capital among char dwellers?

C. Efficiency

- XI. To what extent does CLP-2 represent good value for money?
- XII. To what extent was the targeting appropriate? What was the level of inclusion and exclusion error? To what extent did the programme target various social groups such as the disabled and elderly?

D. Relevance

- XIII. To what extent did the programme contribute to local economic development (local economy)? To what extent have there been spill-over effects and benefits to non-participating chars-dwellers?

- XIV. To what extent different service providers/ organizations approached to provide or facilitate public rights, services and resources to chars?

5. Approach and Methodology

During the Inception Phase, the **Independent Expert Team**, in consultation with DFID Bangladesh and the Evaluation Steering Group (comprised of representatives of DFID, DFAT and Government of Bangladesh), will be expected finalize the scope of work, developing a detailed methodology, evaluation framework and implementation plan. Based on the evaluability assessment carried out in 2013 by the Economic Policy Research Institute, the preferred approach for the impact evaluation is outlined below, comprising two main components: the longitudinal monitoring exercise and the non-experimental (quasi-experimental) impact assessment. While these are primarily quantitative in nature, the integration of qualitative data into the evaluation is expected and required.

Close collaboration with the CLP 2 programme will be essential, with time spent in Bogra expected, and a further option available to 'embed' part of the evaluation team within the programme to implement components of the quantitative-qualitative evaluation.

A. Longitudinal monitoring exercise

One of the most important questions facing developmental social protection programmes is the resilience and sustainability of impact. In some programmes, the development outcomes erode rapidly over time, while in others the positive effects remain stable and in yet others the developmental impact continues to grow even after the programme intervention ends. CLP has collected and will continue to collect indicators measuring important dimensions of developmental impact, including: i) Poverty, vulnerability, hunger and food security; ii) Health and nutrition; iii) Assets and livelihoods; iv) Social capital; v) Gender (including intra-households); vi) Systemic changes.

The **longitudinal monitoring exercise** will assess the resilience of developmental impact over time, relative to a baseline multi-dimensional index of developmental impact. By tracking index values (and the sub-components) over time, the study can assess how resilient are the developmental impacts created by the programme. While this component is not specifically designed to rigorously attribute these impacts to the programme intervention, similar studies of other programmes have generated useful evidence on resilience and sustainability with this type of monitoring approach (see annex 4 for an example). The existing and planned data collection activities will support a longitudinal analysis of programme impact over a horizon of up to **six years**. The cohort 2.1 would potentially offer (based on the preliminary analysis of CLP data) a baseline from 2010 and an end-of-treatment end line in 2011/12 followed by longitudinal

follow-up indicators in 2013/14/15/16 for a total of 6 years of data. Subsequent cohorts would provide incrementally fewer years depending on whether or not there is any post 2016 follow-up (for a list of cohorts with total number of households and timeline, please see Annex 3). Combined with an impact assessment component, this process can also undertake to rigorously attribute the outcomes to the programme's interventions.

The evaluation approach will require a detailed longitudinal monitoring plan which the independent expert team will develop, in consultation with CLP, based on global models for quantifying resilience in developmental social protection programmes.

The analysis of data and meta-data provided by CLP documents a series of consistent development indicators over time for a number of programme cohorts, including information collected after participants have exited from the programme. The independent expert team will define an analytical framework assessing multiple dimensions of developmental impact, summarising the diverse indicators into a single index which is tracked over time by households within programme cohorts. Progress in improving overall programme performance over time can be measured across cohorts. The resilience of developmental impact can be tracked within cohorts over time, particularly after the programme interventions have ended. In addition to developing the required database structures for monitoring and analysis in consultation with CLP, the independent expert team will provide the analysis required to assess management responsiveness and learning as well as programme resilience and the dynamic deepening of developmental impact.

B. Quasi-experimental impact assessment

The impact assessment, which would rely on quasi-experimental approaches such as Propensity Score Matching and appropriate Regression⁸, may require the application of statistical techniques to estimate a counter-factual to the observed outcomes. An appropriate enhancement to the design could also measure **local economy effects**. The methodological approach would aim to rigorously attribute (or estimate the attribution of) programme impacts

CLP has collected baseline data which can support a non-experimental impact assessment with two recommended comparison groups. The study employs the 2011 programme cohort (2.3) as the comparison group (i.e. target group) as well as the September 2014 programme cohort (2.6) as control group. For a list of cohorts with total number of households and timeline, please see Annex 3. As cohort 2.6 began receiving

⁸ Although any regression approach would have to deal with the serial correlation inherent in any analysis of a cohort over time.

the programme interventions shortly after the baseline was collected, the quantitative assessment will largely be reliant on data collected by CLP.

Any approach to assess CLP's causal impacts must address the problem of the counterfactual: what outcomes would have been observed had the CLP participants not received the programme benefits. All rigorous impact assessment strategies are designed to identify a method for constructing a proxy for these counterfactual outcomes using information on non-beneficiaries. This requires controlling for the effects of any confounding economic and contextual factors that make programme beneficiaries systematically different from an average non-beneficiary, such as the relative poverty of beneficiaries in targeted programs, exposure to economic shocks, or differences in household characteristics (e.g. demographics, skill levels, or social networks), and affect the impacts of the programme. Impact estimates that imperfectly control for these confounders suffer from "selection bias".

The proposed plan will combine the CLP's control with matching methods that construct a comparison group by "matching" treatment group households to comparison group households based on observable characteristics that influence programme participation. The impact of the programme is then estimated as the average difference in the outcomes for each treatment group member from a weighted average of outcomes in each similar comparison group member from the matched sample.

The component will include a qualitative assessment (review of existing CLP qualitative data and fresh FGD, interviews, other appropriate methods as identified by the expert team during the inception period) to triangulate key quantitative findings and also to answer questions related to transformational changes, women empowerment, local economy effect, changing vulnerability context etc.

6. Outputs/deliverables

The independent expert team will produce the following outputs:

- An inception report for the project, which identifies the evaluation's major objectives based on broad consultations, the evaluation's methodological approach and a detailed evaluation framework and work plan. This will include a clear and rigorous attribution strategy employing quasi-experimental approaches. The inception report should make clear how qualitative and quantitative aspects of the evaluation will be fully integrated. A communications plan should also be delivered at the end of the inception phase;
- A design-to-implementation plan for the evaluation, including a fieldwork plan;

- A set of databases containing the underlying data used to construct the indicators of developmental impact, and the Stata do-files or SPSS programmes that create the summary indicators. In addition, a brief report addressing any methodological and data issues identified;
- A de-briefing presentation on early findings at the end of field assessment. In addition, a number of presentations (face-to-face and/or electronically) to the evaluation steering committee on progress update periodically (e.g., monthly/quarterly), including a presentation of quantitative findings;
- Draft and final reports of the integrated quantitative-qualitative evaluation;
- In addition to the main report and its' executive summary , a stand-alone 4 page summary with a short statement describing the purpose of the evaluation, the brief methodology, key conclusions, priority findings and recommendations. The Executive Summary and 4 page summary should both be written using non-technical language that is appropriate for wider audiences.⁹
- A PowerPoint or other-format presentation of the key results, and participation in dissemination activities as determined by the evaluation steering committee.

7. Recipients

The primary recipient of this service will be Government of Bangladesh through the Rural Development and Cooperatives Division (RDCCD). DFID Bangladesh and Australia DFAT will be direct users of the study as the co-funding agencies of the programme and findings will be shared with key stakeholders in Bangladesh and globally for improving design and delivery of any similar projects/programmes including any future phases of DFID/DFAT sustainable livelihoods and social protection programmes.

8. Communication and Dissemination

An effective approach to communication and dissemination of findings will be important in ensuring they reach a wide audience and that the uptake of key recommendations is maximised. It is expected that a number of different approaches and channels will be used to reach different audiences and relevant stakeholders. One such planned channel is a dissemination event to be hosted by the Government of Bangladesh in collaboration with UK-DFID, Australia's DFAT (and CLP/Maxwell Stamp). The study team will be expected to attend this event to present and share the key findings with the key development partners and relevant stakeholders in Bangladesh (Government, Development Partners, NGOs, Media, Think Tank/research bodies/ Development Practitioners etc.).

The dissemination activities could include policy briefs and other products to maximise the contribution of the evidence-building process to global learning and policy

⁹ For example : shorter sentences and paragraphs, limiting the use of Latin phrases, using less technical language

influencing. The independent expert team will make recommendations to the steering committee in terms of proposed activities and provide a proposed work plan. The budget for the dissemination activities will be developed in line with the recommended options.

The 4-page summary will be used as a communication tool and may be shared both during and after the dissemination event. The final report will be available on the websites of the Maxwell Stamp/CLP, GoB, UK-DFID and DFAT for public access. Moreover, it is expected that the impact assessment methods and findings will inform and contribute to the global evidence base on best practices of social protection and rural livelihoods programmes for the extreme poor.

9. Timeline: Key deliverables/dates¹⁰:

The Independent Expert Team will be engaged for a period of up to 10 months, between June 2015 and April 2016¹¹ with work on the evaluation likely to begin in late June/early July 2015 following completion of the necessary contractual arrangements and team mobilisation. The indicative timeframe for the activities and outputs for the inception and implementation phase is summarised in Table 2 below.

Table 2. Project activities, timeframes and deliverable outputs

A. Inception Phase

Activity	Timeframe	Output
Commissioning and mobilisation of the Independent Expert Team	by September 2015	Research team structure
Expert Team Arrive in Field/Bangladesh for in-country mission/inception commencement, starting with an initial meeting with the Steering group	September / October 2015	
Developing a draft approach and implementation plan with methodology and research tool; review of existing admin data (both quantitative and qualitative).	Early November 2015	Draft Inception report (with draft Implementation Plan, methods, instrument formats)
Finalisation of the implementation plan /design based on comments from the Steering Group.	End of November 2015	Final Inception Report

B. Implementation Phase

Activity	Timeframe	Output
Implementation of qualitative and quantitative research and necessary field work; produce early findings and shared with the Steering Group	By December 2015	Monthly/quarterly progress reports/presentations and debriefing the Steering Group about early findings in

¹⁰ Dates are subject to change if any natural disaster and/or political unrest occur during the time.

¹¹ With possibility of slight no-cost extension until June 2016.

periodically.		November 2015
Data processing, analysis and reporting	By May 2016	Draft Final Report
Revisions and completion of analysis based on comments from the Steering Group and fact /figures checking inputs from CLP; proof reading, and final submission ;	Mid May 2016	Final Report
Present Final report in the dissemination meeting	End of May 2016	Presentation on the Final Report

10. Team Composition, Roles and Responsibilities

The Independent Expert Team engaged to undertake this evaluation will need to have the skills and expertise to:

- Design an appropriate quantitative-qualitative impact and operational assessment to meet the objectives agreed in consultation with key stakeholders, including a theory of change; key questions; the high-level methodological approach (which addresses the appropriate scope for qualitative-quantitative integration) and policy linkages, in line with the accompanying **Evaluation Plan**;
- Establish a strong and collaborative working relationship with the CLP 2 programme team and develop a solid understanding of the characteristics of the programme;
- Provide independent analysis of CLP quantitative data, applying appropriate statistical and matching techniques to assess both sustainability and attribution of results;
- Effectively collect and use qualitative data that can inform the quantitative analysis and explain identified trends.
- Consult broadly with key stakeholders to validate the key results and produce an integrated evaluation report.

The independent expert team will include, but may not be solely limited to, a Team Leader/integrated evaluation expert, an independent quantitative expert, quantitative and qualitative specialists and a three independent experts and a coordinator. The description of each of the roles, as well as the required skills and experience of each team member, is outlined in Table 3. Gender balance within the team is expected.

Table 3.

Role	Description	Skills and Experience
Integrated qualitative-quantitative evaluation expert and team leader (international):	<p>The integrated qualitative-quantitative evaluation expert will co-ordinate the longitudinal monitoring exercise and impact assessment and will be responsible for designing and overseeing the effective integration of qualitative and quantitative methods. The expert will provide oversight, management and technical support to the evaluation team, including coordinating the strategy and design. For quality control purposes the expert will analytically corroborate all quantitative results, as well as participate in selected qualitative exercises and review the qualitative analysis. The expert will take primary responsibility for editing the reports in conjunction with the other external experts. As team leader, the expert will make required visits to Bangladesh with remote conferencing as required.</p>	<ul style="list-style-type: none"> • Experience leading large-scale integrated qualitative-quantitative evaluations, as well as experience in qualitative evaluations and quasi-experimental or non-experimental impact assessments with rigorous attribution strategies, and use of administrative data in evaluations; • Extensive experience with social protection (at least 10 years), livelihoods programmes and the monitoring and evaluation of social protection programmes. • Demonstrate substantial experience (through field missions) in Bangladesh/South Asia with monitoring and evaluating programmes similar to CLP, BRAC's CFPR or other similar programmes in Bangladesh/South Asia. • Demonstrate extensive experience as a team leader in international projects.
Independent quantitative expert (international):	<p>The independent quantitative evaluation expert will be responsible for the quantitative research (both the non-experimental impact assessment and the longitudinal monitoring exercise) working with the team</p>	<ul style="list-style-type: none"> • Extensive experience with quantitative methodologies including studies that involve qualitative/quantitative integration; • Extensive experience in longitudinal monitoring and

	<p>leader. The expert will be supported by the study coordinator for data management and analysis. The expert will establish and analyse the quantitative longitudinal databases and will assess the resilience of developmental impact over time, relative to a baseline multi-dimensional index of developmental impact. The expert will, be responsible for drafting the quantitative components of the integrated report working with the Team Leader. The quantitative evaluation expert will make required visits to Bangladesh with remote conferencing as required. He/she will work closely with CLP's Innovation, Monitoring and Learning (IML) Division in Bogra.</p>	<p>quasi-experimental quantitative impact evaluations and use of administrative data in evaluations, particularly in the areas of social protection and livelihoods.</p> <ul style="list-style-type: none"> • Experience in project management and/or oversight.
Qualitative Specialist (national):	<p>The qualitative evaluation specialist will support the independent expert team leader to design and conduct qualitative research and ensure that the project reflects Bangladesh's social and policy context. The specialist will work closely with the Quantitative experts to ensure effective use and integration of qualitative and quantitative approaches. The Specialist will work with the team leader to draft the qualitative</p>	<ul style="list-style-type: none"> • Extensive experience with operational reviews and other qualitative evaluations, particularly in the context of Bangladesh's livelihoods and social protection programmes. • Experience and understanding of the social dimensions of poverty in Bangladesh and the associated policy context. • Experience in project management and/or oversight. • Demonstrated report-writing experience, and very good

	components of the integrated report.	English.
Independent Study Coordinator (National – could be hired by the Independent Expert Team through a local consultancy firm. The firm could also provide any additional research/data management, logistical support to the Study Team and dissemination).	The independent study coordinator will coordinate meetings among the independent expert team and between the independent expert team and other stakeholders, maintaining key reporting structures and facilitate communications and information flow among the key stakeholders. The independent team coordinator will also assist the independent expert team with specific research tasks, in particular providing support to the quantitative expert in data management and analysis. The study coordinator will participate in all meetings of the independent expert team.	<ul style="list-style-type: none"> • Demonstrated experience coordinating large-scale evaluations with multiple stakeholders; • Experience in quantitative and/or qualitative evaluation, particularly in the context of Bangladesh's livelihoods, social protection or other programmes. • Proven expertise in creating and managing databases for development outcome and impact analysis. Expertise should include either MS Access or other forms of SQL-based databases. • Experience of using SPSS/STATA to evaluate large datasets. • Excellent organisational and communications skills.

11. Governance structure

The evaluation project will be directed by a steering committee of key stakeholders, including development partner representatives, and the Government of Bangladesh.

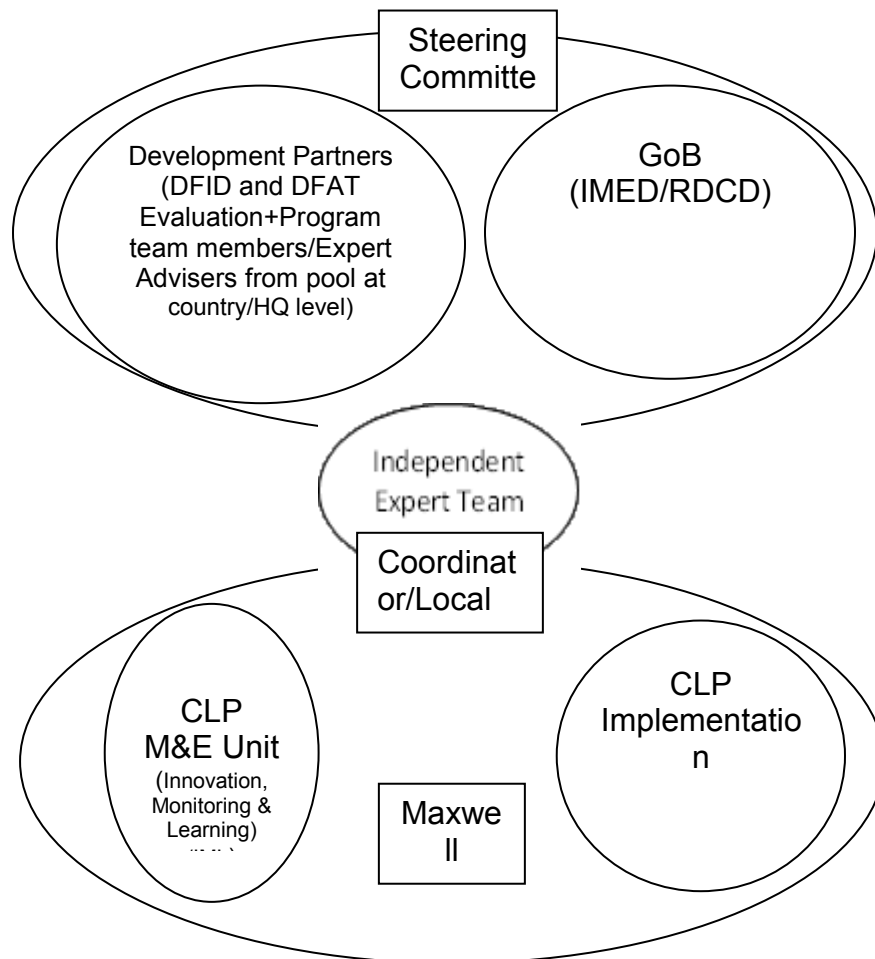
The independent expert team will liaise with the steering group in the design and conduct of the **impact assessment and** will work closely with both CLP's M&E and implementation units. Development Partner (DFID, DFAT) representatives may include Evaluation/Social Protection Experts (staff member or consultants) to provide technical and quality assurance inputs throughout the process. Figure 2 below illustrates the proposed organisational and governance structure.

The steering committee will

- Broaden the policy constituency of the independent expert team;
- Provide additional technical expertise supporting specialised components of the study;

- Peer review the research inputs and report of the independent expert team.

Figure 2. Organisational and governance structure for the evaluation



12. Contract payment structure

DFID's preferred method is to link payments to milestones (payment by results). Bidders should propose a payment plan using payments by results linked to programme outputs that incentivises the achievement of results and value for money.

DFID reserves the right to scale up/ back the contract to respond to changing requirements. The contract will be awarded for 10 months DFID may choose to extend the contract by up to a further 3 months in the case of unforeseen circumstances if there is a value for money rationale and acceptable programme and supplier performance to date.

13. Break Points

There will be a break clause in the contract at the end of the inception phase where the supplier will submit an Inception Report. DFID will review this report and if it is satisfactory will confirm the full contract and move to Implementation Phase.

14. Duty of care/ Logistics/Security/Health

A Summary Risk Assessment Matrix and Circumstance Matrix and Duty of Care Policy-Implementation Guidance Note, and an 'Information Note and Requirements for all Visiting DFID Staff and Consultants' are attached for your information. Responsibility for the well-being of the supplier's Personnel rests solely with the Service Provider. The Service Provider will be responsible for the provision of suitable security arrangements for them and any business property/equipment that will be used during the course of this assignment. DFID shall forwards any updates to the guidance mentioned above or notify the consultant of any changes to the security situation, as and when these are received during the course of the work.

There is an option to embed one or two members of the team within CLP's offices. If requested, the CLP may arrange necessary field logistics support in completing the field visit (e.g. boats to/from chars during field work, identifying chars etc.). However, the Independent Evaluation Team will be expected to provide their own transport:

- o whilst in Dhaka
- o to/ from Bogra
- o to/ from the chars during field work

The proposal may include a local consultancy firm for data management, study coordination and logistical support.

15. UK-DFIDB Coordination/

The overall coordinator for this study will be DFIDB Poverty and Livelihoods Adviser and he/she will be the focal person for tracking implementation of any recommendations from the evaluation DFIDB Extreme Poverty Team Leader and Evaluation lead will provide technical support/quality assurance inputs throughout the process, as required.

DFIDB Programme Manager, will be the project officer of this study and key contact on any logistics.

15. Level of Efforts and Budget

The budget for the project should be in the range of £300,000 to £500,000. DFID will be expecting bidders to demonstrate excellent Value for Money when budgeting for this programme and should only include costs that are necessary to deliver the programme outputs.

16. Risk assessment

Evaluations are intrinsically risky, facing a complex set of challenges including the contracting of expert personnel, the complexities and time requirements of procurement processes, the challenges of Bangladesh's country context compounded by the realities of the Chars areas, mobility restrictions due to political instability (e.g. strike) and an intrinsic risk to any data-dependent exercise for which results are uncertain. This project is rated as medium risk in the absence of specific mitigation activities. Table 3 describes the main areas of risk and identifies mitigation opportunities, particularly in terms of ensuring qualified personnel are contracted, that CLP country risk mechanisms are leveraged and evaluation approaches are diversified. Procurement arrangements such as accountable grant mechanisms may be possible to reduce procurement risk. The risk of the project is rated as low if the identified risks are effectively mitigated. However, the bidders/suppliers will need to submit their own risk assessment during the submission of proposal.

Table 3. Risk assessment and mitigation opportunities

Risk description	Probability if not mitigated	Mitigation opportunity	Probability if mitigated
Personnel risk: competency, bias	Medium	Ensure highly specific competencies, secure technical inputs from independent expert team	Low
Procurement risk: delays , constraints, administrative burden	Medium	Adopt appropriate mechanism after weighing trade-offs: GEFA, OJEU tender, accountable grant, individual contracts	Low
<u>Country risk (including mobility restrictions due to political unrest)</u>	<u>Medium/High</u>	<u>DFID and CLP mechanisms</u>	<u>Low</u>

Evaluation risk	Medium low	Diversify evaluation approaches	Low
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Annex 1: Background information and references

A) The Chars Livelihoods Programme-II (April 2010-April 2016)

CLP is a £81.7 million programme supported by DFID and Australia's DFAT and hosted by the Rural Development and Cooperatives Division of Government of Bangladesh. In its second phase, CLP-2's purpose is to improve the livelihoods, incomes and food security of up to one million extremely poor people (including the non-core participants) living on island *chars* in the north west of Bangladesh.

The CLP is an integrated approach to sustainable livelihoods, delivering a package over 18 months, typically including: (i) raising homesteads onto plinths 2 feet above the high flood level and ensuring access to clean water and a hygienic toilet; (ii) financing a productive asset (people usually decide to buy livestock, particularly cattle) and a small cash stipend; (iii) training in health, household financial management and nutrition (complemented by a direct nutrition supplement); and (iv) ensuring access to basic health care and to markets for selling their produce. After 18 months, most participants are able to sustain and improve their livelihoods with limited further support. The programme then moves on to target other extremely poor households. For further details, please visit: < <http://www.clp-bangladesh.org/>>

B) References/ Reading Material

- i. CLP website < <http://www.clp-bangladesh.org/>> ; monthly/periodic progress reports;
- ii. CLP 1 and 2 Programme Memorandum and design documents
- iii. CLP-1 Project Completion Report 2010
- iv. CLP-1 Final Report 2010
- v. White, P (April 2014) 'Chars Livelihood Programme, Bangladesh: developing measures of cost-effectiveness'
- vi. White, P. (May 2013) Chars Livelihood Programme, Bangladesh: support for development of a VfM strategy and work plan (Unit cost assessment).
- vii. CLP (2012a) *Achieving VfM within the Chars Livelihoods Programme*. Brief, Chars Livelihood Programme, February
- viii. CLP (2012b) *The CLP's Approach to Reducing Leakage*, Brief, Chars Livelihood Programme, April
- ix. CLP (2012c) *The CLP's Graduation Criteria*. Brief, Chars Livelihood Programme, September
- x. DFID (2011) *DFID's approach to value for money (VfM)*, DFID, London.
- xi. Hodges, A., P. White and M. Greenslade (2011) *Guidance for DFID country offices on measuring and maximising value for money in cash transfer programmes – toolkit and explanatory text*. DFID, London. October

- xii. NAO (2011) *Transferring Cash & Assets to the Poor* National Audit Office, London
- xiii. White, P. and M. Greenslade (2013) *Guidance on measuring and maximising value for money in social transfer programmes – toolkit and explanatory text*. Second edition. DFID, London (forthcoming)
- xiv. Information Note for all Visiting DFID Staff and Consultants
- xv. CLP Annual Reviews/Output to Purpose Review 2007-15
- xvi. CLP-1 Impact Assessment + Management Response
- xvii. CLP-2 Design Cost Benefit Analysis (Financial Appraisal)
- xviii. CLP Research papers /briefs/ studies on Disaster Resilience, Graduation, Food and Nutrition Security, Women Empowerment, Sustainability of Community Based Organisations; cash transfer using mobile phone; village savings and loan group, market development (available on CLP website).
- xix. CLP Operational Review Report (March 2015)
- xx. CLP Annual Survey Questionnaires (Template)
- xxi. Cross-programme Cost Effectiveness Study ToR and Draft Report
- xxii. CLP Graduation note on cohorts 2.1-2.4

Annex 2: Summary of CLP Annual Surveys

	Survey 2010	Survey 2010	Survey 2011	Survey 2012	Survey 2013	Survey 2014
Month	May	October	June	October	October	October
Cohorts included	Baseline 2.1 Follow up CLP 1	Baseline 2.2 Tier 2.2	Baseline 2.3 Follow up CLP 1, 2.1, 2.2 & Tier 2.2	Baseline 2.4 Follow up CLP 1, 2.1, 2.2, Tier 2.2 & 2.3	Baseline 2.5 Follow up CLP 1, 2.1, 2.2, Tier 2.2, 2.3 & 2.4	Baseline 2.6 Follow up CLP 1, 2.1, 2.2, Tier 2.2, 2.3, 2.4 & 2.5
Demographic Information	✓	✓	✓	✓	✓	✓
Income	✓	✓	✓	✓	✓	✓
Expenditure	✓	✓	✓	✓	✓	✓
Assets	✓	✓	✓	✓	✓	✓
Savings	✓	✓	✓	✓	✓	✓
Food Security	✓	✓	✓	✓	✓	✓
WASH	✓ (limited)	✓ (limited)	✓ (limited)	✓	✓	✓
Nutrition	✓	✓	✓	✓	✓ (very limited)	✓
Women's empowerment	✓ (very limited)	✓ (very limited)	✓ (very limited)	✓	✓	✓
Graduation	✓ (very limited)	✓ very limited)	✓ (very limited)	✓	✓	✓

Annex 3: Cohort wise households distribution with time line

Cohort Number	Cohort Administrative Start Date	Cohort Assistance Start Date*	Cohort End Date	Administrative Cohort Length	Assistance Cohort Length	Number of CPHHs
2.1	01/04/2010	15/05/2010	31/12/2011	21.01	19.56	5,004
2.2	01/07/2010	30/09/2010	30/06/2012	24.00	21.01	12,109
2.3	01/07/2011	30/09/2011	30/06/2013	24.00	21.01	17,435
2.4	01/07/2012	30/09/2012	30/06/2014	23.97	20.98	16,309
2.5	01/07/2013	15/09/2013	30/06/2015	23.97	21.47	13,579
2.6	01/07/2014	01/09/2014	29/02/2016	19.99	17.95	13,768
						78,204

* All assistance projects do not start at the same time. Usually the group formation and weekly group meetings start first followed by livelihood orientation. Some activities (homestead gardening, asset purchase, IEP work, etc.) start immediately after that while some activities (VSL, market development, etc.) start after couple of months or even later. Moreover, start date largely depends on the completion of baseline survey and therefore varies from IMO to IMO.

Annex 4: Examples of Independently Refereed Evaluation/Impact Assessment

The evaluation design provides maximum value-for-money by leveraging CLP's expertise with the credibility provided by an independent process. CLP understands best the complex interactions that represent the intervention activities. The expert team will serve as independent referees of the evaluation analysis, assuring an objective and credible evaluation. Similar models have been adopted both within Bangladesh (for example, BRAC's Research and Evaluation Department merges elements of self-evaluation with rigorous and credible independence) and internationally (for example, South Africa's Department of Social Development and South African Social Security Agency interacted extensively with an independently contracted evaluation team, influencing the design and research direction without compromising the study's credibility.¹²).

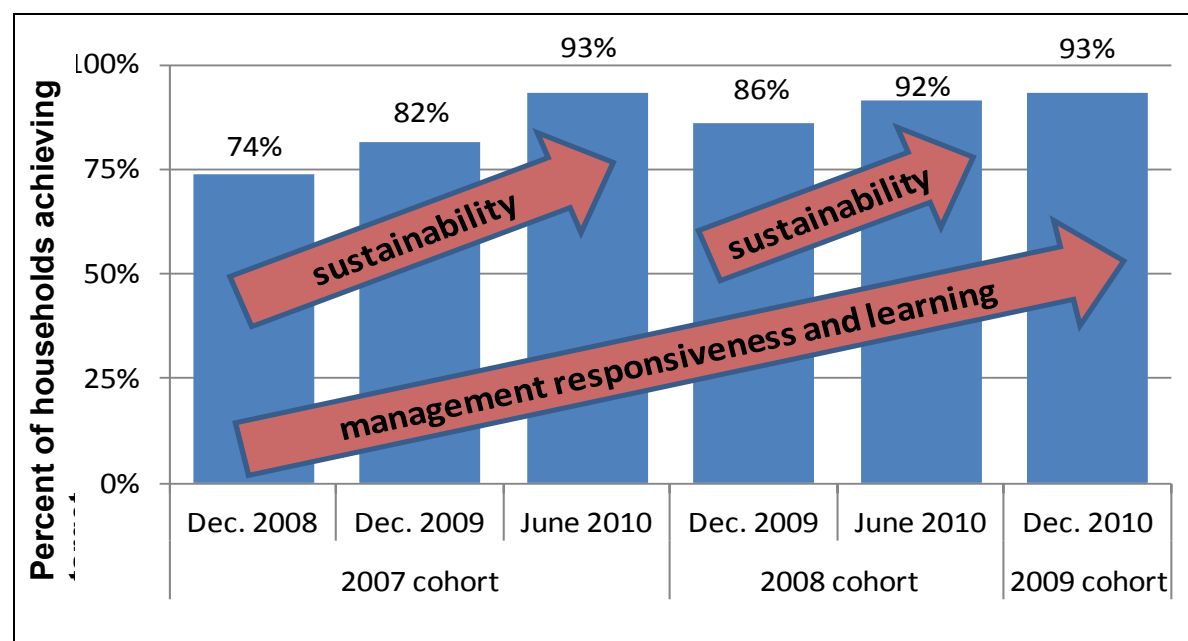
For example, the OECD's 2013 *Development Co-operation Report* highlights the analysis of BRAC's ***Challenging the Frontiers of Poverty Reduction (CFPR)*** programme in sustaining and expanding developmental impact, even after beneficiaries have ended their direct participation in the programme support activities. The following diagram illustrates the kind of result this component may demonstrate.

Figure 3 illustrates continuing increases in a multiple indicator index of developmental outcomes¹³ for three groups of participants in the BRAC's CFPR programme from 2007 to 2009. Beneficiary groups consistently improved outcomes year after year across a range of developmental outcomes, including food security, livelihoods diversity, productive assets, human capital, and other developmental areas. Even after BRAC's provision of developmental benefits ended, programme participants increased their productive assets, improved their livelihoods and strengthened their households' social development (measured through education, health and gender empowerment indicators) and economic opportunities (Das and Misha, 2010; Akhter *et al.*, 2009; Samson, 2012a). The increases in the developmental index year-over-year for each of the 2007 and 2008 cohorts represent the sustainability of the programme's impact. The increases over time across cohorts represent on-going improvements in the programme's design and implementation.

¹² The evaluation was ranked in the top 3 out of a set of over a hundred comparable studies by an independent referee panel commissioned by UNICEF.

¹³ Including socio-economic indicators related to food security, robustness and diversification of livelihoods, access to quality housing, water and sanitation, savings, school attendance, etc.

Figure 3. Dynamic deepening of developmental impact in BRAC's CFPR Programme



Source: Samson, M. (2012a), "Exit or developmental impact? The role of 'graduation' in social protection programs", 23 August 2012 (cited in OECD 2013)

Annex 5: CLP-2 Logframe (attached)

Annex 6: DFID Ethics Principles for Research and Evaluation (attached)

