



## **Terms of Reference**

### **End of Project Evaluation, Community Cohesion in Cox's Bazar (CCP)**

<b>AGENCY/PROJECT NAME:</b>	<b>Community Cohesion in Cox's Bazar (CCP)</b>
<b>DURATION:</b>	<b>30 days over a period of 60 Days (15 April– 15 June 2022)</b>
<b>COUNTRY OF ASSIGNMENT:</b>	<b>Bangladesh</b>
<b>TYPE OF CONTRACT</b>	<b>Individual Contract</b>
<b>POST LEVEL</b>	<b>National Consultant</b>
<b>DUTY STATION</b>	<b>Cox's Bazar</b>

#### **1. Background**

Since August 25, 2017, an estimated 671,000 refugees have fled violence and human rights violations in Myanmar, seeking shelter in Bangladesh's Cox's Bazar District. The rapid influx of refugees into the district which already faces significant levels of poverty and environmental fragility has put immense strain on infrastructure, the local economy, and contributed to a rise in tensions in the region.

Many Bangladeshi host communities remain nearly as poor and open to exploitation as the refugees themselves. The scale and visibility of the international response have led to widespread perceptions of unfair or preferential treatment because of the sudden exodus of Rohingya refugees. The prospect of inter-communal or extremist violence, whether between Rohingya and host communities or along the complex religious and ethnic lines which further divide both groups, could have catastrophic implications, including for women and children caught in the middle.

Economic frustrations have the potential to play into broader trends of political or religious polarization, and these may already be being used by extremist movements to recruit followers. It is in the Bangladeshi, regional and global interest that young men, in particular, feel they have alternatives to violence, recognizing that instability and conflict will shrink their livelihood options, and those of their families, rather than expand them.

#### **Key focus of the project**

The project intends to support the strengthening of economic resilience through cash for work and build a skilled community in the region by providing skills training to youths in the host and Rohingya communities. It also engaged positive social elements to increase cohesion among the communities.

Cash for work: The fastest and most visible means of improving the goodwill of the host community towards the international response is to provide them with concrete and highly-visible improvements to their communities. UNDP started a series of cash-for-work projects in host communities that have been particularly affected negatively by the Rohingya influx, to provide on-the-job training and employment opportunities and demonstrate that the Rohingya response has the capacity to benefit everyone. The activities were identified through the government's development plan, those are swift, positive, and highly cost-effective.

**Skills training:** UNDP started a participatory planning process to understand the skills scarcity in the region and how to fill the gaps through skills development and short and long-term income generation opportunities. An assessment of demanding trades was carried out and skills training courses were arranged based on the finding through utilizing government and non-government training facilities. UN Women is arranging skills training for the Rohingya women at camps.

**Strengthen community cohesion:** Utilizing its significant experience in promoting peace and dialogue among vulnerable groups, UNDP is working with youth groups, social leaders, Union Parishads and cultural organizations to promote peace and strengthen the bondage among the communities. UN Women has a global mandate to support the implementation of UN Security Council resolutions on Women's Peace and Security, including SCR 1325 and SCR 2242, which refer to women's participation in preventing violent extremism. UN Women is working at the camps to build women's participation and influence in decision-making to prevent and resolve conflicts. Under this project, elements of conflict and positive cultural components were identified, which lead to developing a holistic plan for reinforcing and nurturing community cohesion.

**Project Implementation Area and Beneficiaries:**

Implementation locations for activities are in Cox's Bazar District. Two Upazilas (Ukhiya and Teknaf), and the five most affected Unions Raja Palong, Palong Khali, Nhilla, Whykong, and Baherchara are covered. 3000 community members were engaged in cash for work schemes, while more than 2500 youths were provided skills training on demanding trades. 1500 Rohingya women at the camps were provided skills training. Through, cohesion initiatives the project covered a large number of indirect beneficiaries, distribution is given below:

PROJECT INFORMATION		
<b>Project title</b>	Community Cohesion in Cox's Bazar (CCP)	
<b>Atlas ID</b>	00113358	
<b>Corporate outcome and output</b>	(CPD outcome 2) Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups	
<b>Country</b>	Bangladesh	
<b>Region</b>	Asia Pacific	
<b>Date project document signed</b>	18 Dec 2018	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	18 Dec 2018	30 Jun 2022
<b>Project budget</b>	CAD 6 Million (US\$ 4.45 Million)	
<b>Project expenditure at the time of evaluation</b>	US\$ 4 Million	
<b>Funding source</b>	Global Affairs Canada	
<b>Implementing party</b>	Implementing UN Agencies: UNDP and UN Women NGO partners: UTTARAN, ESDO, ACLAB, Government: DC Office, Cox's Bazar	

## 2. Evaluation Purpose, Scope and Objectives

### **Purpose:**

The purpose of the End Evaluation is to review the overall performance of the project, assess the achievements to date, document lessons learned. The outcome of the Evaluation will also enable CCP to engage in discussion to form an opinion on future interventions and potential expansion of the programme with a renewed scope of work, by taking into consideration changed contexts considering the host community and Rohingya People in the post COVID-19 environment.

### **Objectives:**

The main objective of the End of Project Evaluation is to undertake a *Performance Evaluation* and *Process Evaluation* of CCP as it reaches its 4<sup>th</sup> year of programme implementation since its start in Dec 2018. The evaluation will primarily be an independent assessment of the CCP project to track the performance against the Results Framework, will review the programme and operational processes which contribute to achieving the programme results.

More specifically, the objectives of the Evaluation will be to assess:

- **Programme Performance:** Assess the progress made towards achieving the expected results and since the programme started in December 2018 against the Results Framework and its contribution to the UNSDF/CPD outcomes.
- **Evaluability:** Assess the relevance, effectiveness, efficiency, impact (measuring processes towards the impact), coherence and sustainability of the programme within the country context.
- **Programme Design:** Assess the relevance of the Theory of Change and Programme Strategies in the evolving context of changing socioeconomic developments due to COVID -19 impact.
- **Sustainability:** Review and recommend the sustainability of the Output wise strategies.
- **Partnership and Coordination:** Assess the quality and effectiveness of the existing Partnerships arrangements across the Output areas, operations and Cities and recommend potential partnerships to strengthen coordination and sustainability of the activities once CCP starts phasing out.
- **Scalability/Replication of Good Practices:** Assess the innovative practices across output areas in 19 Cities/Towns for wider scale-up and replication.
- **Risk Mitigation:** Assess the risks mitigation measures undertaken during project implementation, particularly regarding COVID 19.
- **Governance, Operational and Quality Assurance Mechanisms:** Review the existing management, operational and quality assurance mechanism at the HQ/City level to strengthen the internal processes and recommend measures to reduce the operational costs to respond to the overall Budget revision.
- **Lessons Learned, Challenges, New Opportunities:** Review and document the emerging lessons, challenges and opportunities within the COVID context.
- **Recommendations:** Suggest strategies to address the needs of the Rohingya and the Host Community to strengthen community strengthen utilizing the learnings and results of the project.

### **Scope:**

The End Evaluation will follow the revised OECD DAC's Criteria outlined in the Evaluation Framework - **Relevance, Effectiveness, Coherence, Efficiency, Impact and Sustainability**. Human Rights, Gender equality, disability, social inclusion, will be added as cross-cutting criteria. The Consultant will develop a set of Evaluation Questions covering each of these criteria and submit an evaluation matrix (sample in Annex 3) as part of the Inception Report and shall include it as an Annex to the final report.

The geographical scope of this review includes 5 Unions (Rajapalong, Palongkhali) in Ukhiya and (Hnila, Baharchara and Whykhong) in Teknaf Upazilas. The evaluation will cover the project implementation of the project from **18<sup>th</sup> December 2018** (the beginning of the CCP) to **March 2022**.

In brief, the Evaluation will focus on the programme's progress, achievement, challenges, lesson learnt and sustainability.

### **Timing:**

The End Evaluation is proposed to be conducted between 15 April to 15 June 2022 and a draft report should be made available by 15 May 2022.

### **Utilisation:**

The major audience of this Evaluation will be CCP Team and Cox's Bazar UNDP Crisis Response Office, Global Affairs Canada,) and NGOs who are currently in partnership with CCP.

UNDP will consider all useful findings, conclusions and recommendations from the evaluation, to prepare a systematic management response for each recommendation, and implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

## **3. Evaluation Criteria and Key Guiding Questions**

The Evaluator/s will develop a set of evaluative questions based on the revised OECD DAC's Criteria as outlined below -

<p><i>Relevance: The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.</i></p> <ul style="list-style-type: none"> <li>○ To what extent was the CCP design relevant in supporting balanced, sustainable development in the host community and Rohingya communities?</li> <li>○ To what extent was the design and strategy of the CCP aligned with CPD (2017-2020) and UNDAF (2017-2020) and skills development frameworks?</li> <li>○ To what extent was the theory of change applied in the CCP relevant to strengthen the community cohesion in the project locations?</li> <li>○ To what extent the COVID 19 emergency response was relevant in containing the transmission of COVID 19 infection and coping with socio-economic stress in the host and Rohingya communities with project presence?</li> </ul>
<p><i>Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.</i></p> <ul style="list-style-type: none"> <li>○ To what extent has the programme achieved the objectives and targets of the Results Framework in the Programme Document?</li> <li>○ What factors contributed to the achievement or non-achievement of the CCP outcomes and outputs?</li> <li>○ To what extent have the marginalised and vulnerable populations (Women, indigenous people, People with Disabilities, Religious &amp; Caste-based minorities, elderly) have been able to exercise their rights through the programme interventions? Have the programme interventions contributed to bringing about transformative change in power relations?</li> <li>○ To what extent CCP was able to support the livelihood of the host community during the COVID 19 emergency response.</li> </ul>
<p><i>Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</i></p> <ul style="list-style-type: none"> <li>○ To what extent has CCP ensured value for money?</li> <li>○ To what extent has funding impacted the programme implementation? Was funding sufficient for the achievement of results? (Funding analysis)</li> </ul>

<ul style="list-style-type: none"> <li>○ To what extent synergies were developed between UNDP initiatives/programmes that contributed to reducing costs while supporting results?</li> <li>○ How well did programme management work to achieve targeted results?</li> </ul>
<p><i>Sustainability: The extent to which the net benefits of the intervention continue or are likely to continue.</i></p> <ul style="list-style-type: none"> <li>○ What are the NGO partner's resources, motivation and ability to continue implementing the programme till the end?</li> <li>○ To what extent will the CCP achievements be sustained? What are the indicators of sustainability for these achievements? What are the challenges and opportunities?</li> <li>○ To what extent are the institutional mechanisms and policies in place to sustain the impact of CCP's interventions?</li> <li>○ Review the level and range of partnerships established at all levels which contributed to scaling up and sustaining the programme interventions?</li> <li>○ To what extent the capacities have been strengthened at the local and municipal governance levels?</li> </ul>
<p><i>Impact: Extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.</i></p> <ul style="list-style-type: none"> <li>○ To what extent the annual milestones of programme outputs were achieved and contributed or expected to contribute to achieving the relevant outcome level results?</li> </ul>
<p><i>Coherence: The compatibility of the intervention with other interventions in a country, sector or institution.</i></p> <ul style="list-style-type: none"> <li>○ To what extent do various interrelated Output interventions (including policies) are coherent amongst each other in ensuring a harmonised response? It includes internal coherence and external coherence.</li> <li>○ To what extent the various components of the project were coherent in addressing the human rights and exclusion issues of Rohingya and host communities?</li> </ul>
<p><i>Gender and LNOB: The extent to which the cross-cutting issues relating to gender and Leave No One Behind (LNOB) have been addressed in project implementation.</i></p> <ul style="list-style-type: none"> <li>○ To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</li> <li>○ Was the project able to accelerate the program towards human development and SDGs by advancing the LNOB, specifically disabilities and ethnic communities through its programmatic approaches and operationalization?</li> </ul>

#### 4. Evaluation Methodology and Approach

The consultant is expected to propose and determine a sound evaluation design and methodology (including detailed methodology to answer each evaluation question) and submit it to UNDP in the inception report following a review of all key relevant documents and meetings with representatives of UNDP and CCP. However, it is suggested that the evaluation should use a mixed-method approach – collecting and analysing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The consultant is expected not only to conduct specific surveys to collect quantitative data but also is highly encouraged to review all relevant reports providing quantitative data collected by CCP, UNDP, Government or other agencies. However, final decisions about the specific design and methods for the evaluation will be made through consultation among the UNDP, CCP and the consultant and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions, given limitations of budget, time and data. Methods to be used by the consultant to collect and analyze the required data shall include but not limited to:

##### a. Inception Phase

- Conduct a comprehensive desk review of the existing key documents that will be useful for this evidence-based assessment. The key documents include but are not limited to Project document, Result Framework/M&E Framework, Annual Work Plans, Donor Reports, Progress Reports of COVID-19 supporting activities, and relevant survey/ study reports.
- Attend briefing sessions with the CCP team and UNDP Country Office.

- Submit an Inception Report outlining in detail the Evaluation Questions, Methodology, and Evaluation Matrix to elaborate on how each evaluation question will be answered along with proposed sources of data, data collection tools and analysis procedures.
- Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders, and the consultants. The Evaluation team should select the respondents using an appropriate sampling technique.

b. Data Collection

- The Evaluation should use a mixed-method approach – collecting and analysing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations.
- The Evaluation should build upon the available programme documents, field visits to project sites (if possible due to restrictions imposed by the pandemic), Key Informant Interviews (KIIs) with key stakeholders and focus group discussions (FGDs) with relevant stakeholders (virtual in case of travel restriction), which would provide an opportunity for more in-depth analysis and understanding of the programme.
- Evaluation methods should be selected for their precision in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation.
- The methodology used in the Evaluation including data collection and analysis methods should review the extent to which cross-cutting areas including gender, disability, and Leaving No One Behind has been integrated across the programme.
- The evaluation data and findings should be disaggregated by sex, ethnicity, age, disability, geography etc.
- The Evaluator should develop semi-structured interview questionnaires and conduct in-depth interviews (could be virtually depending upon the COVID-19 situation) with selected representatives of the Government at the district and upazila level, and triangulate the findings with local opinion leaders and elected bodies (Union Parishad).
- The Evaluator should also interview (could be virtual) key officials from GAC and representatives of CSOs.
- The Evaluator is expected to conduct a field mission to observe and conduct discussions with representatives of the Local Government, Field Office Staff, Frontline Staff, Community leaders and members (subject to the COVID-19 situation). If the crisis remains unchanged, the team should conduct the discussions virtually.
- The Evaluator is expected to follow a participatory and consultative approach ensuring close engagement with the CCP Team implementing the programme and other key stakeholders.
- The current situation of the COVID-19 crisis in the country needs to be considered when proposing data collection tools. The consultant is expected to present alternative means of data collection as viable options.
- In case, if a data collection/field mission is not possible, then remote interviews may be undertaken partially through telephone or online (skype, zoom etc.). Details will be decided during the inception phase in consultation with UNDP and stakeholders. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

c. Report Development

- Develop draft Evaluation Report and make a presentation on the draft findings with CCP, UNDP, GAC and relevant stakeholders to solicit feedback.
- Revise the draft Report to address necessary feedback and finalise the Evaluation Report.

The evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/ Evaluation Report Template and Quality Standards (Page 56-60) of Section 4/ Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)<sup>1</sup>. The draft report will be reviewed by the CCP, UNDP, and GAC. The draft report will ensure that each evaluation question is answered with an in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidence.

The evaluation report will be quality assessed by UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 9-13) of the UNDP Evaluation Guidelines<sup>2</sup>. The evaluators consider it carefully while drafting the evaluation report.

Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders, and the consultants.

### **Gender and Human Rights-based Approach**

As part of the requirement, the evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated gender equality perspective and a rights-based approach. The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase<sup>3</sup>.

In addition, the methodology used in the evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of evaluation from which findings are consolidated to make recommendations and identify lessons learned for the enhanced gender-responsive and rights-based approach of the project.

This evaluation approach and methodology should consider different types of groups in the project intervention – women, youth, minorities, and vulnerable groups. Persons with disabilities (PwD) also need to be considered in the evaluation, following the updated UNDP evaluation report checklist.

## **5. Scope of Work**

The evaluation will be conducted by one national consultant- who will be responsible for reviewing documents, collecting data and information from different sources, analysing the progress, issues and challenges, providing inputs in drafting the report. Specifically, the national consultant will have the following roles and responsibilities:

- Gathering and review of relevant documents
- Design the Evaluation process including methodologies and data collection instruments
- Conduct field visits in selected Upazilas and unions and conduct interviews with the selected target group, partners and stakeholders

---

<sup>1</sup> Evaluation Report Template and Quality Standards of UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use, available at <http://web.undp.org/evaluation/guideline/index.shtml>

<sup>2</sup> Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at <http://web.undp.org/evaluation/guideline/index.shtml>

<sup>3</sup> UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation, available at [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=980](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980)



- Facilitate stakeholders' discussion and focus groups to collect, collate and synthesise information (national and city level)
- Analyse the data and support the team leader in preparing a draft report as per division of work among the team
- Assist the team leader in finalising the report and sharing it with stakeholders

The evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/Evaluation Report Template and Quality Standards (Page 56-60) of Section 4/ Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)<sup>4</sup>. The draft report will be reviewed by the CCP, UNDP, and GAC. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidence.

The evaluation report will be quality assessed by UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 9-13) of the UNDP Evaluation Guidelines<sup>5</sup>. The evaluators consider it carefully while drafting the evaluation report.

Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders, and the consultants.

## 6. Evaluation Products (Deliverables)

The Evaluator/s should submit the following deliverables:

- Inception report (10-15 pages) detailing the proposed Workplan, Methodology, Evaluation Matrix, and Data Collection Tools;
- Draft Evaluation Report (40-60 pages including Executive Summary excluding annex);
- PowerPoint Presentation on key Evaluation findings;
- Final Evaluation Report within stipulated timeline incorporating feedback from the concerned parties.
- A brief on the future prospects, opportunities and engagement of the project

### Evaluation Timeline:

Phase	Scope of work of the consultant	Number of Days	Planned Timeline
<b>Inception Phase</b>	<ul style="list-style-type: none"> <li>• Conduct desk review of existing documents, including project document, strategies developed by the project, reports and documents developed by the project, and write-ups on the project initiatives.</li> <li>• Draft an inception report, including detailed evaluation methodology, evaluation matrix, timeline, and data collection tools;</li> <li>• Develop data collection tools;</li> <li>• Organize an inception meeting to solicit feedback;</li> </ul>	05 Days	21 April 2022

<sup>4</sup> Evaluation Report Template and Quality Standards of UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use, available at <http://web.undp.org/evaluation/guideline/index.shtml>

<sup>5</sup> Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at <http://web.undp.org/evaluation/guideline/index.shtml>



	<ul style="list-style-type: none"> <li>Revise and finalize the inception report and data collection tools</li> </ul>		
<b>Data Collection Phase</b>	<ul style="list-style-type: none"> <li>Conduct data collection in the field and/or remotely;</li> <li>Consult with relevant UNDP staff, including the management and stakeholders (Rohingya community, host community, youths, indigenous community, religious minority, DC Office-CXB, NGO partner agencies, Training Participants, Religious Leaders, UP Officials, UNO Office);</li> <li>Collect data and information through document review;</li> <li>Update the project team and M&amp;E Analyst of UNDP CO</li> </ul>	14 Days	19 May 2022
<b>Reporting Phase</b>	<ul style="list-style-type: none"> <li>Triangulate/ analyze findings from desk review, stakeholders interviews, KIIs and FGDs;</li> <li>Prepare a draft evaluation report;</li> <li>Organize a meeting to share draft findings with UNDP and relevant stakeholders to solicit feedback;</li> <li>Revise the draft evaluation report to incorporate comments and feedback;</li> <li>Finalize and submit a final evaluation report</li> <li>A brief on the future course of the project</li> </ul>	8 Days (Draft Evaluation Report)	31 May 2022 (Draft Evaluation Report)
		3 Days (Presentation and Final Evaluation Report)	08 June 2022 (Presentation and Final Evaluation Report)

## 7. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'<sup>6</sup>. The firm must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. Signed 'Pledge of Ethical Conduct in Evaluation of the United Nations System' needs to be attached in the Annex of the final evaluation report. A template can be downloaded from the link below on the footnote<sup>7</sup>. The evaluation team may refer to UNDP's Dispute and wrongdoing resolution process and contact details<sup>8</sup> (Annex 3 (page 55) of Section 4: Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)).

## 8. Implementation and Management Arrangements

The consultant will independently conduct the evaluation but shall take necessary assistance from CCP and UNDP. The Deputy Resident Representative (DRR) and Head of Sub Office-UNDP Cox's Bazar Crisis Response Office, UNDP Bangladesh, will be responsible for managing the evaluation throughout the entire process. Under the supervision of the DRR and HoSO (Cox's Bazar), the concerned Programme Manager and M&E Focal Point of UNDP Bangladesh will provide the necessary oversight and quality assurance throughout the evaluation process and deliverables. The CCP team led by the Project manager and the Monitoring and Evaluation Specialist (Cox's Bazar) will provide the necessary support to manage the evaluation process on a daily basis. The consultant will also seek technical guidance from M&E Focal Point at UNDP Bangladesh Country Office. The evaluation report needs to be cleared by the M&E Focal Point at UNDP Bangladesh Country Office and approved by the Deputy

<sup>6</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2020. Available at <http://www.uneval.org/document/detail/2866>

<sup>7</sup> 'Pledge of Ethical Conduct in Evaluation of the United Nations System'. Available at <http://uneval.org/document/detail/2866>

<sup>8</sup> UNDP Evaluation dispute resolution process, UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use. Available at <http://web.undp.org/evaluation/guideline/index.shtml>

Resident Representative, UNDP Bangladesh, and RBM/ M&E focal point, UNDP Bangkok Regional Hub.

## **9. Evaluation Team Composition and Required Competencies**

### **I. Team Composition**

The evaluation will be conducted by a national consultant. S/he will be responsible for managing the overall evaluation process as the Evaluator, including evaluation design and implementation. The consultant shall take the lead in the preparation and finalization of the evaluation report and ensure the quality of the report, incorporating feedback/ inputs from all relevant stakeholders. The Evaluator shall be responsible for all evaluation processes and is particularly expected to provide quality inputs to all deliverables using her/his understanding of local contexts in the given thematic areas.

A detailed work plan needs to be included in the inception report and will be discussed with UNDP and key stakeholders during the inception phase.

### **II. Qualifications**

The qualifications below are for the National Consultant.

- At least Master's degrees in Social Science or any other relevant subjects.
- At least 7 years of working experience in skills development, community engagement, income generation (cash for work) with an understanding of community cohesion and prevention of instability.
- At least 5 years experience of conducting similar evaluations of development programmes and projects with strong knowledge and skills in different data collection and analysis methods;
- Good experience on human rights and gender issues

#### **Special Note**

The Consultant must have no previous involvement in the design and implementation of CCP. Any individual who has had prior involvement in the design and implementation of CCP or those who have been directly or indirectly related to the CCP are not eligible for this consultancy due to conflict of interests.

### **III. Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, tolerance, integrity, respect, and impartiality);
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### **IV. Functional Competencies:**

- Consistently approaches work with energy and a positive, constructive attitude;
- Strong interpersonal and written and oral communication skills;
- Strong analytical skills and strong ability to communicate and summarise this analysis in writing
- Has ability to work both independently and in a team, and ability to deliver high-quality work on tight timelines.

### **V. Skills:**

- Strong leadership and planning skills
- Excellent written and presentation skills (English)
- Strong analytical and report writing skills

- Strong communication skills
- Ability to work in the multi-cultural team environment and to deliver under pressure/meet deadlines
- Ability to work with a wide range of institutions/organisations, including high-level government, UN agencies, and civil society
- Ability to network with partners on various levels
- The necessary computer skills with competence in MS office package

## 10. Application Submission Process and Criteria for Selection

### I. Scope of Price Proposal and Schedule of Payments

A consultant must send a financial proposal based on a Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fees, travel costs, and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be a fixed output-based price regardless of the extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per the below percentages:

Deliverables/Outputs	Estimated duration	Tentative Due Dates	Payment Schedule	Review and Approvals Required
Submission of Inception Report, including a detailed methodology note and evaluation matrix (based on meetings with the CCP and UNDP CO, desk review and preliminary analysis of the available information provided)	5 days	21 April 2022	20%	<ul style="list-style-type: none"> <li>- Project Manager, CCP</li> <li>- Head of Sub-Office (HoSO), UNDP CCRO</li> <li>- Head of Sub-Office (HoSO), Cox's Bazar</li> <li>- M&amp;E Analyst, UNDP Bangladesh</li> <li>- Deputy Resident Representative, UNDP Bangladesh</li> </ul>
Submission of Draft Evaluation Report	22 days	31 May 2022	50%	
Presentation of Report and Final Evaluation report A brief on the future course of the project	3 days	08 June 2022	30%	

### II. Evaluation Criteria for Selection

#### Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

#### Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of the set of weighted technical criteria (70%). and financial criteria (30%). The financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

#### Technical Criteria for Evaluation for International Consultant (Maximum 70 points)

Criteria	Weight	Max. Point
<b><u>Technical</u></b>	<b>70%</b>	<b>70</b>
At least Master's degrees in Social Science or any other relevant subjects	5%	5
At least 5 years of working experience in skills development, community engagement, income generation (cash for work) with an understanding of community cohesion and prevention of instability	25%	25

At least 5 years experience of conducting similar evaluations of development programmes and projects with strong knowledge and skills in different data collection and analysis methods;	30%	30
Demonstrated experience of conducting similar evaluations of development programmes and projects with strong knowledge and skills in different data collection and analysis methods;	10%	10
<b><u>Financial</u></b>	<b>30%</b>	<b>30</b>
<b><u>Total</u></b>	<b>100%</b>	<b>100 points</b>

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

### **Financial Evaluation (Total 30 marks)**

*All technical qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:*

$$p = y (\mu/z)$$

Where:

- $p$  = points for the financial proposal being evaluated;
- $y$  = maximum number of points for the financial proposal;
- $\mu$  = price of the lowest priced proposal;
- $z$  = price of the proposal being evaluated.

### **DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

#### **Proposal:**

- ☐ Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- ☐ Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- ☐ Brief description of why the individual considers him/herself as the most suitable for the assignment and a methodology on how they will approach and complete the assignment;
- ☐ Financial Proposal: Financial Proposal has to be submitted through a standard interest and availability template which can be downloaded from the link below:

<http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.doc>

### **5. Approval:**



**Name:** Van Nguyen

**Designation:** Deputy Resident Representative, UNDP Bangladesh

**Date:**

## Annex 1: Result Framework (Subject to Change)

<b>Bangladesh UNDAF Outcome:</b> No 2. Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.										
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>										
<i>Bangladesh</i>										
<i>Indicator 2.1.1.: Extent to which there is a strengthened environment for civic engagement, including legal/regulatory framework for civil society organizations to function in the public sphere and contribute to development, and effective mechanisms/platforms to engage civil society (with a focus on women, youth or excluded groups)</i>										
<i>Baseline (2016): low (on 3 groups), target (2020): medium (on 3 groups);</i>										
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> Outcome 2: Citizen expectations for voice, development, rule of law, and accountability are met by stronger systems of democratic governance.										
<b>Project title and Atlas Project Number:</b>										
EXPECTED OUTPUTS	OUTPUT & ACTIVITIES INDICATORS <sup>9</sup>		DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
				Value	Year	Year 1	Year 2	Year 3	FINAL	
<b>Output 1: Economic Resilience</b>	<b>1.1 Percent of trainees a) finding employment in the sector in which they received skill development support b) disaggregated (%) by sex.</b>	<b>A</b>	UNDP	0	2018	0	15	25	40	
		<b>B</b>		0	2018	0 (f)	10 (f)	20 (f)	30 (f)	
	<b>1.2 Percent of trainees a) remaining in employment at least six months/ one year after receiving skill development support b) disaggregated (%) by sex.</b>	<b>A</b>	UNDP	0	2018	0	30	30	60	
		<b>B</b>		0	2018	0 (f)	20 (f)	20 (f)	40 (f)	
	<b>1.3 Percent of trainees a) with a reduction in their multi-dimensional poverty b) disaggregated (%) by sex.</b>	<b>A</b>	UNDP	0	2018	0	20	20	40	
		<b>B</b>		0	2018	0 (f)	15 (f)	15 (f)	30 (f)	
	<b>1.4 Number of women self reported to benefit from capacity enhancement and skills development training</b>		UN Women	0	2019	0	30	30	60	

	<b>1.5 Percentage of trained women started income generating/ entrepreneurial activities to reduce economic vulnerability and protection risks</b>		<i>UN Women</i>	0	2019	0	20	30	50	
<b>Activity 1.1:</b> Skills Training: Host Communities	1.1.1 Number of beneficiaries receiving: a) skills and leadership development training, b) disaggregated (%) by sex.	A	<i>UNDP</i>	0	2018	0	500	1500	1000	
		B	<i>UNDP</i>	0	2019	0	170 (f)	500 (f)	335 (f)	
	1.1.2 Percent of beneficiaries who a) found employment six months after receiving skills development training, b) disaggregated by sex	A	<i>UNDP</i>	0	2018	0	15	25	40	
		B	<i>UNDP</i>	0	2018	0	10 (f)	20 (f)	30 (f)	
	1.1.3 Number of host community women received livelihood and business development skills training to protect and start rebuilding livelihood assets		<i>UNDP</i>	0	2019	200	600	200	1000	
<b>Activity 1.2:</b> Skills Training: Rohingya	1.2.1 Number of beneficiaries receiving: a) resilience and life skills training, b) disaggregated (%) by sex.	A	<i>UN Women</i>	0	2019	200	1000	300	1500	
		B	<i>UN Women</i>	0	2019	100 (f)	100 (f)	100 (f)	100 (f)	
	1.2.2 Percent of beneficiaries who a) found source of income in camps, b) disaggregated by sex	A	<i>UN Women</i>	0	2019	0	20	20	40	
		B	<i>UN Women</i>	0	2019	0	100 (f)	100 (f)	100 (f)	
	1.2.3 Number of refugee women and girls received basic literacy, leadership, life and livelihood skills training		<i>UN Women</i>	0	2019	200	1000	300	1500	
<b>Activity 1.3</b> On the job training – infrastructure rehabilitation – short term	1.3.1 a) Number of trained skilled workers employed through infrastructure rehabilitation schemes b) disaggregated by sex	A	<i>UNDP</i>	0	2018	0	100	200	300	
		B	<i>UNDP</i>	0	2018	0	33	66	99	
	1.3.2 Number of wage workers employed through infrastructure rehabilitation schemes		<i>UNDP</i>	0	2018	500	1500	1000	3000	

employment opportunities										
	1.3.3 number of person days of short term employment created		UNDP	0	2018	15000	30000	15000	6000	
	1.3.4 Average income per person / family		UNDP	5600	2018	6000	6500	7500		
<b>Activity 1.4</b> Support to sustainable long term employment opportunities	1.4.1 Number of trained skilled people who have completed apprenticeships		UNDP	0	2018	0	200	800	1000	
	1.4.2 Number of people who have found jobs through job placement		UNDP	0	2018	0	200	300	500	
	1.4.3 Number of people who have found jobs themselves		UNDP	0	2018	0	100	200	300	
	1.4.4 Number of people who have received start up kits		UNDP / UN Women	0	2018	0	400	600	1000	
	1.4.5 Number of people who have received cash grant		UNDP	0	2018	0	400	400	800	
	1.4.6 Number of wage workers who have found employment with self employed beneficiaries		UNDP	0	2018	0	100	100	200	
	1.4.7 Number of small businesses sustained for more than 6 months		UNDP / UN Women	0	2018	0	100	300	400	
<b>Output 2: SOCIAL COHESION</b>	2.1 Number of dialogue processes held in “hot spot” communities to bring together community members to discuss concerns related to drivers of violence.		UNDP	0	2018	0	20	40	60	
	2.2. Number of community members who a) report a better understanding of peacebuilding concepts b) disaggregated (%) by sex.	A	UNDP	0	2018	0	300	400	700	
		B	UNDP	0	2018	0	200 (f)	200 (f)	400 (f)	
	2.3 Perceptions of respondents from host communities on whether they believe their quality of life has increased since the crisis began		UNDP	0	2018	0	1000	2000	3000	
	2.4 Percentage change or increase in respondents who believe that the Rohingya crisis response has		UNDP	0	2018	0	1000	2000	3000	



	<b>contributed something to their community</b>									
	<b>2.5 Number of dialogues among women's support groups, women committees and women development forum held at communities at risks to discuss concern related to drivers of communal violence and extremism</b>		UN Women	0	2019	20	60	60	140	
2.1 Support to Women Peacebuilders and Groups	<b>2.1.1</b> Percentage of women who felt skills training or consultation was 'useful' or 'very useful' once session completed		UN Women	0	2019	10	30	30	70	
	<b>2.1.2</b> Percentage improvement in scores from a test administered at start of a training session when compared to a test administered at the end		UN Women	0	2019	10	30	30		
	<b>2.1.3</b> Number of female beneficiaries attending training sessions or discussions		UN Women	0	2019	300	600	600	1500	
	<b>2.1.4</b> No of women's support group formed as a safe forum for women to share their concerns and needs		UN Women	0	2019	10	20	20	50	
2.2 Local Mediator Training	<b>2.2.1</b> Number of recipients of a) mediator training, b) disaggregated (%) by sex.	A	UNDP	0	2018	0	20	30	50	
		B	UNDP	0	2018	0 (f)	7 (f)	10 (f)	17 (f)	
	<b>2.2.2</b> Percentage improvement in scores from a test administered at start of a training session when compared to a test administered at the end.		UNDP	0	2018	0	30	30	60	
	<b>2.2.3</b> Percent of beneficiaries who state that they have used these mediation skills "frequently" or "very frequently" six months after being trained.		UNDP	0	2018	0	30	30	30	
2.3 Inter and Intra-Faith Leadership & Dialogue	<b>2.3.1</b> Number of religious organizations adding a PVE or social cohesion element to existing programming		UNDP	0	2018	0	10	20	30	
	<b>2.3.2</b> Number of religious leaders given training or materials to recognize and defend against extremist or intolerant narratives in their communities		UNDP	0	2018	0	10	20	30	

	<b>2.3.3</b> <i>Number of religious leaders given training or materials to recognize and address the gendered aspects of PVE.</i>	<i>UNDP</i>	0	2018	0	10	20	30	
2.4 Plan for Host Community Engagement	<b>2.4.1</b> <i>Plan for Host Community Engagement developed and operationalised</i>	<i>UNDP</i>	0	2018	0	1	0	1	

## Annex 2: Strategy and Theory of Change

### Strategy

Though short-term humanitarian concerns, like the supply of food and shelter, are direct and obvious threats to safety and survival, risks of inter-communal, intra-communal and/or extremist violence in Cox's Bazar also pose serious threats to local stability and development. Tensions in the camps and the surrounding areas are rising, and action needs to be taken now.

### Theory of Change:

#### **2. Defining Drivers of Violence in Cox's Bazar**

The strain on local economic, social and political structures in the districts affected by the Rohingya crisis is likely higher now than at any other point since the Bangladeshi war of independence in 1971. There are numerous possible paths towards building social cohesion where support is urgently needed.

This project has been designed around addressing the driver which UNDP believes poses the most significant threat to peace and stability in the affected districts. UNDP believes this threat to be the widespread prejudice against Rohingya, and **perception of unjust economic or social inequality between groups**.

#### **Summary: Theory of Change**

*If vulnerable local communities, including women, are provided with tangible and sustainable economic options, and a better understanding of peacebuilding, leadership, mediation and social cohesion concepts;*

*Then narratives exploiting inequality and injustice between groups in Cox's Bazar will be less attractive, as local people have both the skills and incentives to support peace;*

*Resulting in improved economic stability, women's empowerment, and local capacity to address and defuse conflicts as they arise;*

*This will in turn contribute to increased stability, social cohesion and economic well-being for the most vulnerable in the region, including women, helping Bangladesh to meet its international commitments in support of the Rohingya Joint Response Plan and the Sustainable Development Goals.*

Inequality itself may also be an indirect driver of violence, but it is prejudices and **perceptions** of unequal treatment – whether real or imagined – that will provide the most likely justification for violence among the region's diverse communities. This is hardly a new idea in the global literature on conflict, but UNDP believes this to be the most critical concern in the affected districts for the following reasons:

1. **Economic Pressure on Inequality:** Tensions in Cox's Bazar are linked to competition for resources, services and opportunities, and this is commonly stated by both locals and refugees. Individuals living in extreme poverty, and those who face other forms of social disadvantage (women, youth, the disabled, minorities) have been worst affected by the economic impact of this crisis. When resources are comparatively scarce, the population young, and local purchasing power in decline, perceptions of comparative wealth or privilege can be a powerful driver of tensions between groups and will be the most likely cause of potential clashes over the coming years.
2. **Competitive Access to Land:** Disputes over land in Bangladesh are already a very well-documented source of tensions and have frequently led to inter-communal violence in other parts of the country. In the heavily-affected Upazilas of Teknaf and Ukhia, a recent report by the World Food Programme estimates that over 50% of people do not own any land, while a majority who do own barely enough to grow food for their families. The arrival of the refugees

has made land an even more precious commodity. In a region of Bangladesh as intensely congested as Cox's Bazar (now 400 people per square kilometre more than the Bangladesh national average) violent conflicts over perceptions of unequal access to land are likely to be particularly prominent.

3. **Strain on Local Institutions:** The refugee influx has placed additional strain on local government, stretching the authorities' abilities to provide services and leaving significant gaps. Though challenges to the government's capacity to deliver in Cox's Bazar predate the most recent Rohingya arrivals, a perceived deterioration in the quality or responsiveness of services – i.e. increased challenges accessing local justice, police, fire responses, etc. - also likely contributes to the perception that the Rohingya have made life more difficult for the local population. For example, since the escalation of the crisis in August, the government has not been issuing birth certificates, which is a source of significant local concern. Furthermore, low exposure or ability for local officials to implement conflict-sensitive and inclusive governance approaches, illustrate a need to strengthen local government capacity, and improve responses to restore trust and promote cohesion.
4. **Historic Tensions:** Historic grievances, particularly between ethnic and religious communities in the Chittagong Hill Tracts, are also powerful drivers of conflict in Bangladesh. However, many of these conflicts started with perceptions of unfair or unequal treatment between various communities, under conditions of suspicion and resentment loosely similar to those surrounding the recent influx of refugees. At this stage in the evolution of the Rohingya crisis, the international community should act to ensure perceptions of unequal treatment do not kickstart a similar descent into violence as experienced previously in CHT.
5. **Violent Extremist Appeals:** Support for Violent Extremist positions and narratives appears to be a growing problem in the affected districts. However, as argued in a recent PVE report published by UNDP Africa, extremist groups often prove most popular when they can also offer economic benefits (looting, extortion, etc) to followers. This may not wholly account for hateful elements of social and communal demonization that also drive extremism, but can be a powerful, if not decisive, additional consideration. In Bangladesh, inter-communal violence in other parts of the country has previously erupted, only to see confiscations of land and resources from scapegoated minorities (particularly Hindus). Micronarrative research supported by UNDP Bangladesh's Bangladesh Peace Observatory in the central Bogra district explains this reasoning, stating that:

*“Perceptions that Hindus receive preferential treatment, both economically and culturally, were mentioned to be common narratives underpinning extremist violence. Some respondents asserted that Hindus in Bogra were unfairly wealthy, given some individuals' status as traditional landowners. Alternatively, others saw Hindus as culturally dominant, despite being a small minority in Bogra itself, given the influence of Hindi-language TV dramas from India.”*

UNDP believes that inter-communal and extremist violence in Cox's Bazar may follow these established patterns. Violence will likely be underpinned in some significant part by resentment against perceived inequalities and unjust advantages held by rival groups, regardless of whether these objectively exist.

### Theory of Change: Implementation

UNDP makes no claim that perceived inequality is the only necessary or sufficient cause of violence, but available evidence indicates that activities addressing this concern are likely to have a net-positive impact and fill an important gap in the current international response. UNDP's theory of change thus proposes to reduce violence by addressing and reducing perceptions of inequality, both real and imagined, between host communities and refugees, but also among sub-communities within both groups. This will be done by focusing on two key outputs:

1. **Improve Economic Resilience:** Addressing economic tensions at their source, UNDP and UN Women will provide skills development, comprehensive employment support, and sustainable economic opportunities to vulnerable communities;
2. **Build Social Cohesion:** To dispel narrative myths which perpetuate perceptions of inequality and misinformation between groups, UNDP and UN Women will work with social activists, local media (radio), local authorities, interfaith leadership and women's groups to implement a series of quick-impact confidence and participatory social cohesion activities in Cox's Bazar. These activities will have both a PVE and a peacebuilding focus.

Annex 3: Sample Evaluation Matrix

Relevant Evaluation Criteria	Key Questions	Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis