

## TERMS OF REFERENCE

### COUNTRY PROJECT FRAMEWORK, COUNTRY PROJECT COMPLETION REPORTS AND IMPACT ASSESSMENT FOR THE BASIC NEEDS TRUST FUND

#### 1. GENERAL INTRODUCTION

The Jamaica Social Investment Fund (JSIF) was established in December 1996 as a component of the Government of Jamaica's strategy to reduce and eradicate poverty. Recognizing the limited capacity of existing government institutions to implement small-scale projects at the community level, Cabinet in December 1995 approved the establishment of the JSIF as a key component of the Government's National Poverty Eradication Programme (NPEP). JSIF invests in community-based projects as a means for empowering communities and building social capital. By involving communities fully in identifying, prioritizing, planning, managing and monitoring their own development projects, JSIF helps to build local capacity to sustain and extend development initiatives.

The JSIF is an autonomous government company designed to provide investments in community-based projects island wide and is a demand-driven financial intermediary. It works in partnership with communities, the private sector, non-governmental organizations (NGOs), and donor agencies, in seeking to channel benefits to the poorest communities across the country. The JSIF promotes, appraises, finances and supervises sub-projects in the following areas:

**Social Infrastructure** - includes the rehabilitation, expansion, construction & equipping of facilities such as schools, health centres, community centres, homes for the elderly and persons with disabilities, infirmaries; it also includes the construction and rehabilitation of public sanitary conveniences, drains, canals and community-based water systems.

**Economic Infrastructure** - includes the rehabilitation and up grading of parochial, feeder and urban access roads and the construction and rehabilitation of community-based agro-processing facilities. Activities to improve market access for micro and small-scale rural agricultural producers and tourism product and service providers.

**Social Services** - includes assistance to programmes offering services in career guidance and job placement, counseling (including conflict resolution & drug abuse), parenting and family life education, and skills training to the un/under employed and persons with disabilities.

**Organizational Strengthening** - includes technical assistance and training for community-based organizations to assist them in developing and managing community-based projects and organizations, to governmental and non-governmental institutions in participatory project cycle management and improving the support they can provide to communities in managing community development initiatives.

#### 2. THE BASIC NEEDS TRUST FUND

The Basic Needs Trust Fund (BNTF) Programme is a grant-funded initiative of the Caribbean Development Bank (CDB) which started over 30 years ago and is now in its Seventh and Eighth Cycles. To date, Jamaica has benefitted from four cycles of the BNTF (fifth through to the eighth) with the Jamaica Social Investment Fund (JSIF) being the implementing agency. BNTF is one of the Bank's key instruments for addressing poverty reduction by providing access to basic public services through the provision of social and economic infrastructure and the development of skills to enhance employability, community management and engagement. The Ninth BNTF Programme (BNTF 9) will continue to assist poor and vulnerable communities in seven BNTF Participating Countries (PCs), *vis.*, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, and St. Vincent and the Grenadines and initiate the integration of Suriname as the eight PC. The BNTF Programme also includes a Regional Coordination component which is managed by CDB and supports programme implementation and management, and monitoring and evaluation (M&E).

### **3. BACKGROUND TO THE ASSIGNMENT**

BNTF 5 directed attention at education, water and sanitation, water supply systems, health and access (roads). Similarly, the BNTF 6 focused on skills training and Organizational Strengthening with the inclusion of life coping skills and conflict resolution. The BNTF 7 & 8<sup>th</sup> cycles in Jamaica focused attention on three (3) Sectors which are (1) Education and Human Resource Development, (2) Water and Sanitation, (3) Community Access and Drainage, including Youth at Risk, Citizen Security and Institutional Strengthening. BNTF 9 has continued to focus on community development by directing attention at the three key sectors/areas: Water and Sanitation; and Basic Community Access and Drainage and Education and Human Resource Development (including citizen security youth at risk) however with an inclusion of the livelihoods and micro-enterprise development components. The design of the sub-projects continues to ensure participation by communities and transparency in community decision-making in the identification and priority setting process.

Country Poverty Assessment (CPA) data are used by countries to develop National Poverty Reduction Strategies (NPRSs) with the overall objective of articulating a comprehensive framework that focuses on a range of interventions supported by key stakeholders (including development partners) to reduce vulnerabilities and enhance resilience of households and communities. The NPRS is results-focused and includes an action plan and implementation framework which identifies stakeholder inputs and an agreed coordinating ministry with oversight responsibility for the Strategy. In previous cycles, the BNTF Poverty Reduction Action Plan (PRAP) provided the link between the sub-project initiatives and the broader framework of action and served to focus the Project interventions on the needs of vulnerable communities. By design, the PRAP articulated the philosophy of the BNTF Programme and the methods and procedures integral to the realization of its poverty reduction objectives. The PRAP was also used to guide the allocation of BNTF resources to those priority sectors that will provide the maximum impacts/benefits and satisfy each PC's poverty reduction goal. Accordingly, data from CPAs and NPRSs along with the PRAP were used for targeting resources within the BNTF along with the Country Project Portfolio (CPP) documentation which provided an indicative pipeline of sub-projects.

In keeping with the recommendations of the recent evaluation report related to enhancing efficiency, the PRAP and CPP will be truncated and incorporated into a Country Policy Framework (CPF). The Framework documentation will reference other source material such as the CDB' report on poverty and equality<sup>1</sup>, and the Country Gender Assessments, as well as, the UNDP Caribbean Human Development Reports, and the IDC Country Reports. Overall, efforts are being made at the country level to ensure that all the SDGs and cross-cutting areas, such as gender equality and environmental sustainability, inclusive of climate change and disaster risk management are integrated within Country Projects that contribute to the enhancement of the countries' human development outcomes.

Going forward under BNTF 9, all PCs are required to develop a CPF as a condition for the allocation of BNTF 9 funding. The CPF is owned by Government and is a crucial starting point in the development of the country's BNTF portfolio. The CPF is intended to introduce simple, evidence-based documentation including a resource allocation and financing plan.

### **4. OBJECTIVE**

The consultancy will be undertaken in two phases; phase one (1) includes the preparation of implementation documents for the BNTF 9 i.e. a CPF; and phase two (2) consists of a rapid impact assessment of BNTF

---

<sup>1</sup> Changing Nature of Poverty and Inequality in the Caribbean: New Issues New Solutions, CDB, march 2016

Cycles 5,6,7& 8 and compilation of the donor stipulated Project Completion Reports for Cycles 7 &8 (PCR). The impact assessment of the BNTF 5, 6, 7 & 8 should also include an economic analysis of the sample of investments made under the programmes.

### **Phase 1: Country Project Framework**

The CPF is intended to be an evidence-based framework that relates closely to wider national policies aimed at reducing poverty. Data will be derived from national poverty reduction strategies, economic strategy papers, CDB country strategy papers and other relevant sources. The CPF will serve to operationalize the strategy by ‘converting’ it to a practical set of project priorities that conform to overall policy priorities attached to a financing plan for the project cycle.

The objective of this component of the consultancy is to inform evidence-based prioritisation of Jamaica’s BNTF 9 resources through the preparation of the country’s CPF, which supports efforts to address the root causes of poverty in the poorest and most vulnerable communities in Jamaica.

### **Phase 2: IMPACT ASSESSMENT & COMPLETION REPORT**

#### **Impact Assessment**

The objectives of this component of the consultancy are to conduct an evaluation of the BNTF Cycles 5, 6, 7&8 to determine impact, and to report on the implementation, outputs, outcomes, best practices, constraints and lessons learned and recommend improvements to increase the effectiveness and results of the project.

#### **Completion Report**

The main purpose of this component is to prepare the BNTF 7 and 8 CPCR (based on the guidance presented in the Annexes 3 and 4)

Specifically, the Consultants shall:

- (a) Present an overview of the performance and outputs within the context of the Country Projects’ goals, design, processes and results during implementation.
- (b) Assess if and how, any of the recommendations made in the previous MTE (Mid-term Evaluations) of BNTF were taken into account.

## **5. SCOPE OF WORKS**

### **5.1 Country Project Framework & Desk Review**

The development of CPF will focus on matching resources to poverty reduction priorities in specific sectors and other key areas in order to contribute to a more streamlined appraisal and preparation process. The following are the primary activities of this consultancy:

- (a) Undertake secondary analysis of national development strategies, programmes and policies and the CDB-Government country strategies to contextualize the socio-economic and environmental landscape within which the grant will operate and to identify wider national policies aimed at reducing poverty
- (b) Conduct primary research (employing participatory quantitative and qualitative methodologies measures) with:
  - i) Ministries Departments and Agencies (MDAs) within the local development arena

- including the Planning Institute of Jamaica, Ministry of Education, Parish Councils, National Works Agency etc to determine the national development objectives and priorities
  - ii) Implementing agency project staff
  - iii) Targeted Beneficiaries
  - iv) Other relevant stakeholders/partners (co-financiers etc)
- (c) Undertake a desk review of completion reports completed for the Rural Economic Development Initiative (REDI); a recently completed project of the Government of Jamaica which was focused on developing rural livelihoods to identify factors influencing success, lessons learnt and recommendations for improvement. <sup>2</sup>
- (d) Develop a coherent and comprehensive portfolio of indicative sub-projects to be implemented under the current and the subsequent SDF cycle, outlining the national strategic plan that identifies and outlines the areas of priority (see Annex 1)
- (e) Develop a financing plan which will include sub-projects and Project implementation costs (see Annex 2)

## **5.2 Rapid Impact Assessment & Project Completion Report**

### **5.2.1 Rapid Assessment**

- a) Review the relevant project documents for Cycles 5, 6, 7 & 8 (Project Appraisal Document, Field Visit Reports, Midterm and Pre-end/End of Project Reports, Consultancy reports etc). A review of relevant sector specific policies, programmes, projects and strategies is necessary.
- b) After consultation with the JSIF team, prepare an inception report to recommend appropriate quantitative and qualitative research methods to unearth primary and secondary data along with the required data collection instruments.
- c) Consult and interview stakeholder entities that were involved with key project activities to include but are not limited to:
  - a) Ministry of Education
  - b) Office of the Children’s Registry
  - c) Parish Councils
  - d) UNICEF
  - e) CDA
  - f) Ministry of Health
  - g) Office of Disaster Preparedness and Emergency Management
  - h) Water Resources Authority
- d) Assess the scope of the overall project impact from the subprojects implemented in areas including but not limited to:
  - a) Relevance of project interventions to community needs and alignment with national priorities.
  - b) Assess the adequacy of the programme design to support the BNTF’s objective to reduce poverty and vulnerability through enhanced access to basic social and economic infrastructure and HRD services.
  - c) Assess the degree of efficiency with which the operations of the BNTF 5 to 8 were undertaken
  - d) Assess the efficacy of the implementation against the results framework

---

<sup>2</sup> Desk Review content (page #s) were excluded from the page numbers presented in Annex 1 and should be treated as a stand-alone section

- e) Establish an approach to determining the economic returns on these types of investments and produce an economic analysis of a sample of different types of investments made under the programme. The economic & financial analysis should reflect (i) actual data with a ten (10) year financial forecast for each investment type (ii) technical parameters need to be collected and presented; (iii) forecast of returns should cover the economic life of the investment; and (iv) estimation of economic returns. Presentation of the economic & financial analysis on Excel which details the investment type and the different indicators including: Internal rate of return (IRR); Net present Value (NPV); benefit cost ratio.
  - f) Sustainability of project interventions, that is, community capacity for on-going management, maintenance and long-term sustainability of the project outputs.
  - g) Document if there are any factors (social and otherwise) which will affect beneficiaries' ability to benefit from the project.
  - h) Threats to project sustainability internal and external to the community.
- e) Assess the impact of the overall project on:
- a) Social capital formation and improvement by way of leadership effectiveness in fostering community cohesion
  - b) Inclusiveness and participation in all phases of project
  - c) Targeting the poor and vulnerable
  - d) Impacting beneficiaries
  - e) Document the findings clearly stating what has been achieved, best practices implemented, any gaps that exist and recommendations to address any issues that may have arisen in the BNTF 5 to 8 communities.

### **5.2.2 Completion Report**

- (a) Reviewing relevant BNTF 7 and 8 documentation submitted at appraisal including sector portfolios, Community Needs and Assets Assessments (CNAAs), Organizational Needs Assessments (ONAs), Environmental Management Reports (EMRs), Environmental Progress Report (EPR) and gender screening checklists and during sub-project implementation, progress reports, Annual Project Performance Reports (APPRs), Sub-project Monitoring Reports (SPMRs), Sub-project Completion Reports (SPCRs), Performance Audits, Oversight Entity minutes and other minutes of meetings.
- (b) Reviewing and applying the Assessment Criteria (see Annex 3) for the assignment developed in 2014 (Strategic and Poverty Relevance; Results - Efficiency, Effectiveness, Sustainability; Cross-cutting issues such as Gender Equality and Environmental Management and Management Factors).
- (c) Conducting interviews with staff of Implementing Agency (IA), Oversight Entity (OE) and other implementing ministries, agencies and sub-project beneficiaries to obtain important Country Project information and their input to the assessment of BNTF 7 and 8.
- (d) Reviewing, where available, and drawing on available beneficiary assessments, case studies and videos to complete the Country Project reports (maximum 25 pages) (see guidance template at Annex 4).
- (e) Analysing validity and usefulness of report data on outputs, results and lessons learnt to be incorporated into the CPCR as appropriate.

- (f) Based on (a) to (e) above, providing the evidence of outputs, outcomes and key findings, conclusions and main recommendations, including the accountability to stakeholders and the performance of the IA.

## 6. DURATION

The overall consultancy should be conducted over a period of not more than 4 months ending January 19, 2018. The durations of the specific components are envisaged as follows:

- a) BNTF CPF for Jamaica – to be conducted over a period of 4 weeks
- b) Rapid Impact Assessment and Completion Reports to be conducted over a period of 11 weeks. Given the limited time available, it is expected that these two tasks will be largely undertaken concurrently.

## 7. REPORTING REQUIREMENTS

The Consultant will report to Managing Director, JSIF or Designate.

## 8. DELIVERABLES

The consultant will submit:

### **8.1 CPF & Desk Review**

- a) An **Inception Report/Work Plan**. It must include a work plan, comprehensive research methodology, data collection templates etc.
- b) The **draft CPF** to include the preliminary findings of the primary and secondary research<sup>3</sup> conducted and preliminary indicative portfolio of sub-projects and financing plan etc
- c) The **Final CPF** to include a coherent and comprehensive portfolio of indicative sub-projects, financing plan, situational analysis and findings of primary research etc

### **8.2 Rapid Impact Assessment**

The consultancy will require the triangulation of qualitative and quantitative methodologies through primary research to be undertaken within BNTF Cycles 5 to 8 subprojects in order to provide the deliverables below:

- a) **An inception report** - It must include a comprehensive research methodology, research questions, data collection templates/instruments and a detailed plan of action with implementation timelines.
  - b) **An interim report and PowerPoint presentation of the findings, triangulated analysis, recommendations** - The findings must identify constraints and lessons learned and recommend improvements to increase effectiveness and results of the project. Additionally, focus must be directed at identifying: success factors, appropriateness of design, relevance of intended results, partnerships, achievement and relevance of results, cost-effectiveness and sustainability. The report must consist of: (a) a synthesized analysis of findings from all subprojects (b) disaggregated
-

analysis of findings from each type of subproject (schools, roads, social services organizational strengthening etc.)

- c) **A final report and PowerPoint presentation of findings triangulated qualitative and quantitative analyses, recommendations and participant profile** - The findings must indicate identify constraints and lessons learned and recommend improvements to increase effectiveness and results of the project. Additionally, focus must be directed at identifying: success factors, appropriateness of design, relevance of intended results, partnerships, achievement and relevance of results, cost-effectiveness and sustainability. The report must consist of: (a) a synthesized analysis of findings from all subprojects (b) disaggregated analysis of findings from each type of subproject (schools, roads, social services organizational strengthening etc.)

### **8.3 Project Completion Report and Project Proposal**

- a) A Work Plan (including approach to completing the report based on prior work relating to the assignment)
- b) A draft CPR (Template at Appendix 3).
- c) A final CPR incorporating any significant amendments or inclusions

**Work Presentation for all the above mentioned deliverables is incomplete without submission of the following:**

- a. Three hard copies and one electronic copy of reports (on CD or jump drive).
- b. One electronic copy (on CD or jump drive) of PowerPoint documents.
- c. One copy of audio recordings and transcripts of primary research data collected are to be submitted with relevant reports (on CD or jump drive). The transcripts and audio recordings must include the location, date, name of the facilitator and participants/groups. Primary data sets created using quantitative SPSS software and qualitative software (NVivo or approved alternate software) are also to be submitted.

Table 1: Deliverable schedule, timelines and payment

	<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>LINKED PAYMENT</b>
1	Workplan and Inception Report for the CPF, PCR and Impact Assessment	1 week after contract signing	20%
2	Draft Report - CPF	4 weeks after approval of Deliverable 1	10%
3	Final Report – CPF	1 week after approval of	20%

		Deliverable 2	
4	Draft Project Completion Reports – BNTF 7 & 8	4 weeks after Deliverable 3	10%
5	Draft Rapid Assessment - BNTF 5,6,7,8	5 weeks after Deliverable 3	10%
6	Final Reports PCRs – BNTF 7 & 8	6 weeks after Deliverable 4	15%
7	Final Rapid Assessment for BNTF 5,6,7 & 8	6 weeks after approval of Deliverable 4	15
6			
	<b>DURATION</b>	Approx. 4 Months	

## **9. QUALIFICATIONS & EXPERIENCE**

### **THE KEY TECHNICAL EXPERT SHOULD POSSESS THE FOLLOWING**

- A Masters Degree in related Social Science Discipline such as Community Development, Development Studies, Social Policy, Psychology, Sociology or related discipline.
- At least ten (10) years’ experience working on similar assignments requiring:
  - a. Inter-agency partnerships at the community level
  - b. Use of triangulated qualitative and quantitative research methodologies
  - c. Report preparation for Government Agencies or International organizations.
  - d. Statistical Package for Social Sciences (SPSS) and NVivo.
  - e. Proficiency in Microsoft Word, Excel, and Access.
- At least eight (8) years’ experience working on similar assignments requiring:
  - a. Design/development, monitoring and evaluation (including impact assessments) of social and economic projects/programmes
  - b. PLA and other participatory research methodologies
  - c. Working with government, international agencies and non-government sectors in rural areas preferably with sensitivity to development issues affecting poor rural communities.
- Proven excellent oral and written communication skills.
- Experience working in rural areas would be an asset

### **The additional key expert (s) should possess the following:**

- A Masters Degree in related Social Science Discipline such as Statistics, Demography, Community Development, Development Studies, Social Policy, Sociology or related discipline.
- At least seven (7) years’ experience working on similar assignments requiring:

- Use of triangulated qualitative and quantitative research methodologies
  - Report preparation for Government Agencies or International organizations.
  - Statistical Package for Social Sciences (SPSS) and NVivo.
  - Proficiency in Microsoft Word, Excel, and Access.
- At least three (3) years' experience working on similar assignments requiring:
    - PLA and other participatory research methodologies
    - Working with government, international agencies and non-government sectors in rural areas preferably with sensitivity to development issues affecting poor rural communities.

**The team must have access to an expert with the following:**

- A Masters Degree in Economics and /or Financial Analysis, or relevant field
- At least seven (7) years' experience working on similar assignments requiring financial assessment of social and economic infrastructure and/or social investments (i.e. Cost Benefit Analyses, Cost Effectiveness Analysis, Break-Even; etc. especially as it relates to social economic investments).

**ANNEX 1: DOCUMENT LAYOUT**

**The Document**

The content and length of the CPF is standardized across participating countries and the proposed outline is as follows:

Section	Length (pages)	Source	Key message/Value
1 The problem - poverty	1	Govt Statistics and IA analysis	-Causes, incidence, manifestations of poverty -Statistics
2 The national strategy	1	The Govt poverty reduction strategy and CDB CSP	-Actions & approach -Beneficiaries -Sectors & projects
3 BNTF's strengths and priorities	1	BNTF Strategy and IA analysis	-Actions to achieve BNTF Mission -BNTF role relative to others dealing with poverty reduction
4 Outcome of consultations	1	IA consultations	-Summary of expectations & aspirations by stakeholder
5 Potential pipeline	1	IA analysis	-Table of projects per type of project -Estimate of timing for expenditures
6 Action plan	3	IA analysis	-Actions to achieve the proposed project pipeline -Risk & risk mitigation analysis
Total pages (excluding annexes)	8		

## **ANNEX 2**

### **Key components**

The proposed CPF must contain at least the following two tables in section 5:

#### **PROPOSED ACTIVITIES**

<b>Activity</b>	<b>Sub-Projects</b>	<b>Partners</b>	<b>Outcome</b>	<b>Amount BNTF Grant</b>
Community Infrastructure -Water & sanitation -Access roads -Schools -RE & EE				
Livelihoods -Asset distribution -Access to credit -Technical skills -Business skills -Business environment				
				<b>TOTAL</b>

#### **ESTIMATED DISBURSEMENTS**

<b>Activity</b>	<b>Sub-Projects</b>	<b>Estimated disbursements</b>			
		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Community Infrastructure -Water & sanitation					

-Access roads -Schools -RE & EE					
Livelihoods -Asset distribution -Access to credit -Technical skills -Business skills -Business environment					
TOTAL					

### ANNEX 3 – Project Completion Report Format

#### **ASSESSMENT CRITERIA AND KEY ISSUES FOR THE BNTF 7 AND 8 COUNTRY PROJECT COMPLETION REPORT**

The matrix below sets out the main assessment criteria and some of the key issues and factors to be taken into account in the Country Projects review and analysis work, including case studies, beneficiary assessments, interviews, and focus groups.

Assessment Criteria	Key Issues and Factors to be Taken into Account	Performance Assessment Questions/Indicators
<b>RATIONALE AND DEVELOPMENT RESULTS</b>		
<b>Strategic Relevance</b>	Alignment with BNTF 7 PRAP, CPP and CDB’s overarching strategic objective of reducing poverty through social and economic development.	<ol style="list-style-type: none"> <li>1. To what extent are sub-projects portfolios aligned with country PRAP sector allocations, CPP expected SDF level 2 outputs and outcomes and CDB strategic objectives and/or CMDGs?</li> <li>2. Are sub-projects interventions well-targeted?</li> <li>3. To what extent are sub-projects aligned with, or contributing to, achievement of particular CMDGs</li> </ol>
<b>Poverty Relevance</b>	Capability enhancement.	1. Have benefitting communities demonstrated an enhanced level of involvement and control over the future development of their livelihoods?
	Reduction of vulnerability.	<ol style="list-style-type: none"> <li>1. Have sub-projects helped to establish more stable household incomes, more gender-equitable decision-making, reduced health risks as well as other risks associated with environmental and other hazards and conflict?</li> <li>2. Has the social vulnerability of disadvantaged communities, groups and individuals been reduced in targeted communities?</li> </ol>

Assessment Criteria	Key Issues and Factors to be Taken into Account	Performance Assessment Questions/Indicators
	Good governance.	<ol style="list-style-type: none"> <li>1. Extent of involvement of local communities and beneficiaries in sub-project selection, planning, implementation and operation as partners?</li> <li>2. Has BNTF 7 and 8 had any negative or positive influences on the policies, practices procedures or orientation of partner agencies and government departments?</li> </ol>
<b>Effectiveness (achievement of objectives, outcomes)</b>	Contribution to institutional development, equity (social inclusion), improvements in targeting poor people, increasing incomes of poor households and improvements in the quality of life in socially and economically deprived communities.	<ol style="list-style-type: none"> <li>1. To what extent have targeted sub-project interventions produced expected outcomes that have enhanced institutional development, equity (social inclusion), quality of life and income-earning opportunities for householders?</li> <li>2. How relevant were market infrastructure development and human resource development sub-projects to actual market opportunities?</li> <li>3. On a scale of 1 to 5 with 5 representing the highest level, what is the level of satisfaction of beneficiaries with sub-project outcomes under BNTF 7 and 8; and how does it compare with BNTF 6?</li> </ol>
<b>Effectiveness (achievement of objectives, outcomes)</b>	Contribution to institutional development, equity (social inclusion), improvements in targeting poor people, increasing incomes of poor households and improvements in the quality of life in socially and economically deprived communities.	<ol style="list-style-type: none"> <li>4. Have marketable skills been transferred to individuals or community groups enabling them to access or improve employment?</li> <li>5. How effective have targeting mechanisms been in reaching the poor and disadvantaged persons and communities?</li> <li>6. Have cohesion and leadership in communities been strengthened?</li> <li>7. Have sub-projects catalyzed or mobilised communities to improve the development and management of vulnerable community resources (including human resources)?</li> </ol>
<b>Sustainability</b>	Is sustainability of expected benefits adequately addressed in design, implementation and operational phases of sub-projects?	<ol style="list-style-type: none"> <li>1. To what extent have communities been willing to become involved in maintenance?</li> <li>2. How appropriate/reliable have been maintenance arrangements with communities and ministries?</li> <li>3. Has strengthening of community leadership and organization affected sustainability of outcomes?</li> <li>4. Have youth seen support for and engagement in sub-project operations as integral to their own future welfare?</li> <li>5. Have any long-term strategic partnerships between BNTF, government ministries, community based organisations and development agencies increased or expanded in BNTF 7 and 8?</li> </ol>

Assessment Criteria	Key Issues and Factors to be Taken into Account	Performance Assessment Questions/Indicators
<b>MANAGEMENT FACTORS</b>		
<b>Mainstreaming of Cross-cutting Issues</b>	Gender equality.	<ol style="list-style-type: none"> <li>1. To what extent has there been mainstreaming of gender analysis in poverty and institutional analyses?</li> <li>2. Were approaches and resources adequate to ensure that sub-projects analyses and designs are gender-sensitive?</li> <li>3. Do sub-projects documents identify gender-based barriers to access to infrastructure, economic, social, and political resources?</li> <li>4. Are PCs held accountable for demonstrating gender equality outcomes in the results framework?</li> <li>5. Have women and men participated in decision making at community and institutional levels?</li> </ol>
<b>Mainstreaming of Cross-cutting Issues</b>	<p>Gender equality.</p> <hr/> <p>Environmental sustainability, disaster risk management and climate change.</p>	<ol style="list-style-type: none"> <li>6. Is there gender balance in the staffing of design and implementation teams?</li> <li>7. Do all sub-projects include gender-responsive (including remedial) measures?</li> <li>8. Have the more gender-responsive sub-projects produced better results across evaluation criteria?</li> </ol> <hr/> <ol style="list-style-type: none"> <li>1. Have natural resource inputs for sub-projects and consideration of environmentally sensitive resources been appropriately analysed?</li> <li>2. Did sub-projects preparation include analyses of natural elements that provide ecosystem services/environmental protection (e.g. wetlands, sinkholes, vegetation)</li> </ol>

Assessment Criteria	Key Issues and Factors to be Taken into Account	Performance Assessment Questions/Indicators
<b>Efficiency</b>	Reduction of inadequacies in the quality at entry of sub-projects, protracted approval processes and delays at various stages in the sub-project cycle.	<ol style="list-style-type: none"> <li>1. What have been the trends in the duration of various stages in the sub-project cycle?</li> <li>2. Have the timeliness and level of public expenditure provisions been consistent with agreed counterpart funding requirements?</li> </ol>
<b>Implementation Performance</b>	Project design elements.	<ol style="list-style-type: none"> <li>1. What is the contribution of BNTF sub-projects and programme design to slow implementation?</li> <li>2. To what extent have design-related recommendations of the BNTF 6 Completion Report and BNTF 7 and 8 mid-term evaluation been implemented?</li> </ol>
	Results management and reporting framework.	<ol style="list-style-type: none"> <li>1. Has there been flexibility of sub-projects execution arrangements to permit adaptation to changed conditions, unanticipated developments/risks and community concerns to achieve expected outcomes?</li> <li>2. What is the adequacy of monitoring and evaluation systems for providing feedback on project impacts/issues?</li> <li>3. What have been the usefulness and frequency of sub-project monitoring and sub-project completion reports in enabling continuous learning and improvement through information analysis and sharing?</li> <li>4. On a scale of 1 to 5 with 5 representing the highest level, what is the level of beneficiary satisfaction with facilities provided under BNTF 7 and 8 compared to earlier Country Projects that did not incorporate results based management?</li> </ol>
	Implementing agency performance.	<ol style="list-style-type: none"> <li>1. Adequacy of IA staff and other available country level resources under BNTF 7 and 8 for performing M&amp;E functions, effecting a results based management approach to sub-project portfolios, mainstreaming gender, environment and other cross-cutting concerns and management of fiduciary systems?</li> <li>2. How have systems, processes and the skills mix in IA and OE impacted selection, preparation and implementation of sub-projects?</li> <li>3. Have SPMRs been prepared regularly for review by CDB and OE so that necessary actions can be taken to ensure achievement of outcomes?</li> <li>4. On a scale of 1 to 5 with 5 representing the highest level, what is the level of beneficiary satisfaction with the IA?</li> </ol>

Assessment Criteria	Key Issues and Factors to be Taken into Account	Performance Assessment Questions/Indicators

**ANNEX 4: TEMPLATE FOR BNTF 7 AND 8 CPR**

**TEMPLATE FOR BNTF 7 AND 8 CPR**

**(Maximum 25 Pages. To be adapted as appropriate)**

- A. SUMMARY OF FINDINGS AND RECOMMENDATIONS** (use bullets)
- B. COUNTRY PROJECT COMPLETION REPORT METHODOLOGY** (use text and bullets where appropriate)
- B1. **Objectives**
- B2. **Background and Rationale**
- Relevant country descriptors
  - Poverty situation and reduction initiatives
  - Target groups
- B3. **CPCR Methodology**
- CDB requirements – note that CPCR are to be used for development of the overall BNTF 7 and 8 Programme Closing Report.
  - Use of Assessment Criteria Matrix, and (for countries where these have been undertaken) case studies and beneficiary assessments.

**C. COUNTRY PROJECT SUMMARY** (including quantitative information and financial status)

- Key dates for the Country Project

ITEMS	PLANNED DATE	ACTUAL DATE
Conditions Precedent to First Disbursement		
First Disbursement of Grant		
PRAP Approval		
Sector Portfolio approval - HRD		
Sector Portfolio approval - WSS		
Sector Portfolio approval - BCAD		
Sector Portfolio Addendum approval - HRD		
Sector Portfolio Addendum approval - WSS		
Sector Portfolio Addendum approval -BCAD		
Terminal Disbursement Date		

\*For Sector Portfolios, approval dates based on specifics in the IA's **final submission** of the **Country Project Portfolio**

- Country allocation and matrix of project costs and financing plan.

**MATRIX OF PROJECT COSTS AND FINANCING PLAN (USD)**

COMPONENT	CDB	CDB %	Counterpart (USD)	Counterpart
-----------	-----	-------	-------------------	-------------

	Planned	Actual	Difference	Planned	Actual	% Difference
1.						
2.						
3.						
4.						
5.						
6.						
<b>TOTAL PROJECT COST</b>						

- Table listing BNTF 7 and 8 sub-projects with allocations/approvals/cancellations (if any) disbursements to date/status of completion/number of beneficiaries and a column for notes/observations, e.g. pace of disbursements, issues (use footnotes for brief explanations).
- Brief (one paragraph) summary for each sub-project including nature of expected benefits/results.

**D. ORGANISATIONAL STRUCTURE AND INSTITUTIONAL ROLES AND CAPACITY**

- Oversight Structure (OE, IA, etc.) – changes from BNTF 6 and prospective changes for BNTF 9, if these are significant.
- Use a diagram or chart to show organisational roles/relationships if possible.
- Institutional Capacity (OE/IA) (*institutional performance can be covered in Section F below*).
- Review any identified key changes in OE/IA organisational responsibilities/relationships from BNTF 6 or envisaged for BNTF 9
- have issues previously identified (e.g. in BNTF 6 CPR, BNTF 7 and 8 Mid-Term Evaluation, if applicable, and/or in the 2014 country institutional and organisational assessment) been addressed under BNTF 7 and 8<sup>4/</sup> or prospectively for BNTF 9.
- Role of CDB and any identified issues.

**E. ASSESSMENT CRITERIA AND KEY ISSUES: RATIONALE AND DEVELOPMENT RESULTS**

- Strategic Relevance (*see matrix*).
- Poverty Relevance (*see matrix*).
- Effectiveness (*efficacy, achievement of objectives, outcomes, community empowerment, etc.*) (*include results/outcomes at different levels, e.g. beneficiary use of services, access to increased income, empowerment, community satisfaction with services, etc.*) (*See matrix*).

<sup>4/</sup> Note that BNTF 7 and 8 Board Papers outlines the changes in the programme in response to recommendations during BNTF 5 and 6. BNTF 8 generally added additional resources to BNTF 7 for additional sub-project implementation.

- Risks (*see matrix*).
- Sustainability (*see matrix*) (*take into account any maintenance, tariffs, institutional capacity and community support/buy in/rejection issues, any multiplier effects and innovation*).

#### **F. ASSESSMENT CRITERIA AND KEY ISSUES: MANAGEMENT FACTORS**

- Mainstreaming of cross-cutting issues<sup>5/</sup>.
  - *Gender (see matrix)*
  - *Environment, natural disasters (see matrix)*
  - *Good governance (community involvement/empowerment, etc.) (see matrix)*
- Efficiency (*see matrix*)
- Implementation Performance (*see matrix*)
  - *project design/results management and reporting (changes in BNTF 7 and 8 and planned for BNTF 9);*
  - *IA performance including sub-project supervision (organisational structure/CDB supervision and performance/IA performance can be covered under Section D);*
  - *Use of baseline, performance indicators, tracking, monitoring, reporting results, data gathering systems and difficulties, portfolio management efforts, problem-shooting and risk management, in-country results management difficulties;*
  - *Implementation constraints;*
  - *Implementation successes; and*
  - *Lessons learned*

#### **G. SUMMARY OF CASE STUDY(IES) AND BENEFICIARY ASSESSMENT<sup>6</sup>** (Where/if applicable and a fuller report can be provided separately).

#### **H. OVERALL PERFORMANCE OF THE BNTF 7 AND 8 PROJECTS**

- Overall assessment
- Key points in bullet form
- Forward looking perspectives; offering some options for the future

---

<sup>5/</sup> Interview CDB BNTF Operations Officer (Gender and Development) and the Community Liaison Officer(s).

<sup>6</sup> Refer to and draw on any case studies and beneficiary assessments conducted by previous consultants for BNTF participating countries. *No additional* case studies and beneficiary assessments are to be conducted.

## Evaluation Criteria

SUB-CRITERIA	EOI GUIDE	MAXIMUM POINTS
<b>Organizational Capacity</b>		<b>40</b>
Team Leader with a minimum of eight years' experience in Designing/developing, monitoring and evaluating (including impact assessments) of social and economic projects/programmes	25 points	
Less than 8 years but more than 4 years	19 points	
Four years' experience or less	11 points	
Additional key expert with at least seven years' experience conducting financial analysis of social and economic infrastructure and/or social investments.	15 points	
Less than 7 years but more 4 years conducting financial analysis of social and economic infrastructure and/or social investments.	10 points	
Four years or less conducting financial analysis of social and economic infrastructure and/or social investments.	5 points	
<b>Firms general experience (firms prior experience writing evaluation reports for government agencies/international organizations)</b>		<b>15</b>
5 or more evaluation reports of social and economic projects for government or international agencies/organizations completed.	15 points	

<p>3-4 evaluation reports of social and economic projects for government or international agencies/organizations completed.</p> <p>Up to 2 evaluation reports of social and economic projects for government or international agencies/organizations completed.</p>	<p>10 points</p> <p>4 points</p>	
<p>Firms specific experience (what is the extent of the firm's experience in project evaluation using, quantitative and qualitative methodologies and financial analyses</p>		<p>45</p>
<p>10 years' or more experience using triangulated qualitative and quantitative research methodologies</p> <p>7-9 years' or more experience using triangulated qualitative and quantitative research methodologies</p> <p>4-6 years' or more experience using triangulated qualitative and quantitative research methodologies</p> <p>1-3 years' or more experience using triangulated qualitative and quantitative research methodologies</p>	<p>15 points</p> <p>10 points</p> <p>7.5 points</p> <p>4 points</p>	

<p>7 years' experience conducting assignments requiring the use of Statistical Package for Social Sciences (SPSS) and NVivo.</p> <p>4-6 years' experience conducting assignments requiring the use of Statistical Package for Social Sciences (SPSS) and NVivo.</p> <p>1-3 years' experience conducting assignments requiring the use of Statistical Package for Social Sciences (SPSS) and NVivo.</p>	<p>7.5 points</p> <p>5 points</p> <p>2.5 points</p>	
<p>Eight years' experience using PLA and other participatory research methodologies</p> <p>5-7 years' experience using PLA and other participatory research methodologies</p> <p>3-4 years' experience using PLA and other participatory research methodologies</p> <p>1-2 years' experience using PLA and other participatory research methodologies</p>	<p>7.5 points</p> <p>5 points</p> <p>2.5 points</p> <p>1 point</p>	
<p>7 years' experience using Cost Benefit Analyses, Cost Effectiveness Analysis, Break-Even; etc. especially as it relates to social and economic investments).</p>	<p>15</p> <p>10</p>	

<p>4-6 years' experience using Cost Benefit Analyses, Cost Effectiveness Analysis, Break-Even; etc. especially as it relates to social and economic investments).</p> <p>1-3 years' experience using Cost Benefit Analyses, Cost Effectiveness Analysis, Break-Even; etc. especially as it relates to social and economic investments).</p>	4	
		100 points