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# **Terms of Reference (TOR)**

**For**

**Impact Evaluation of the Project-**

**Strengthening Government through Capacity  
Development of the BCS Cadre Officials Project (3<sup>rd</sup>  
Revised)**



**Monitoring and Evaluation Sector-1  
Implementation Monitoring and Evaluation Division  
Ministry of Planning**

**FY 2018-19**

## Terms of Reference (TOR) For Impact Evaluation

### 1. Project Description

1.1	Name of the Project	:	<b>Strengthening Government through Capacity Development of the BCS Cadre Officials Project (3<sup>rd</sup> Revised)</b>	
1.2	Sponsoring Ministry/Division	:	Ministry of Public Administration, Dhaka	
1.3	Executing Agency	:	Development Branch, Bangladesh Public Administration	
1.4	Location of the Project	:	Bangladesh Secretariat ( Officials of all cadres from all over the country)	
1.5	Estimated Cost (In Lakh taka)	:	<b>Original</b>	<b>Revised (Latest)</b>
	(a) Total	:	25077.00	26310.00
	(b) GOB (JDCF)	:	25077.00	26310.00
	(c) Project Aid	:	-	-
1.6	Implementation Period	:	<b>Original</b>	<b>Revised (Latest)</b>
	(a) Date of Commencement	:	1 <sup>st</sup> July 2009	30 <sup>th</sup> June 2014
	(b) Date of Completion	:	1 <sup>st</sup> July 2014	31st December 2017

#### 1.7 Objectives of the Project:

- To enhance the capability & skill through different academic training/courses for the potential BCS Cadre Officers. The project is aimed to provide higher education and training to Bangladesh Civil Service cadre officials at different levels.
- To create a competent, professional and motivated public administration for successful implementation of different components related to Millennium Development Goals (MDG) and to achieve Vision 2021 of the Government.
- To develop the knowledge base of all cadre officials in good governance, development administration, development economics, environmental management, global warming/climate change, renewable energy, sustainable development, poverty alleviation, disaster management, etc.
- To provide international exposure to the BCS Cadre Officials to enhance their knowledge and skill on policy and programme management and administration comparing to other developed nations and developing nations.
- To instill a sense of responsiveness as a civil servant and to create a core competence, confidence for professional excellence, that they can play a vital role to implement political decision and can compensate leadership deficiency.



**1.8. Major components of the project as per Target:**

- Completing Masters or equivalent: 517 officers ;
- Diploma 149 officers;
- Refresh course for Senior Secretary and Secretaries 30 officers;
- Short Course up to 3/6 month
- Short Course 30 days (maximum) &
- Short Course 15 days (maximum) for Senior Officers- 1468 officers;
- Project Personnel Training, Seminar & Workshop
- Manpower for PIO- 10 persons
- Expenses of PIO Office ( Honourarium for meetings)
- Supervision & Monitoring (Home & Abroad)
- Other Expense (IP Evaluation)
- Other Expenses (Evaluation by IMED & PCR)
- Office Automation & ICT
- Transport
- Furniture

**Estimated Cost and expenditure are shown in the approved DPP and PCR**

**2. Functions of the Consultant/ Consulting Firm:**

The consultant/consulting firm is expected to do and achieve the following:

- (a) Review and presentation of the project with related information in line with the TPP, RTPP and relevant documents: To study details of the project (background, objective, approval /revision, funding issues, etc.);
- (b) Critical Analysis of the information related to the overall and item-wise implementation of the project, relevant data collection through individual questionnaire, focus group discussion (FGD), interview both written and electronic, etc.; data processing, and presentation in tables, graphs and charts.
- (c) Assessment and observation related to attainment of objective of the project and examine Inspection Report of IMED, Project Completion Report (PCR) of MOPA; PCR Evaluation by IMED, and related documents;
- (d) Analysis of the procurement on specification: To analyse and review whether quantity of goods, works, services and required manpower procured as per specification / BoQ/ ToR following the PPA 2006 and PPR 2008.
- (e) Assessing whether implementation of the project or any components has been delayed in terms of financing, procuring goods, managerial inefficiency, which cause to increase project cost or implementation period and identification of reasons for such dilatoriness.



- (f) Examine whether the training programme was held through the need assessment from participant or stakeholders following the job description and job specification of different levels of participants of various Ministries and Departments.
- (g) Critical analysis of the input, output, outcome and impact of the project. The consulting firm will examine the job description, job specification, training requirement, methodology of training, course contents, curricula of different universities, evaluation system of the university or institute, over all ranking of subject/faculty or university, pre and post training evaluation of the officers (if any), specialization of different areas of study, and identify the surplus and gap, trend analysis and forecasting demand of future study in national and international perspective.
- (h) Assessment of the trainees according to their performance and service delivery system: The consulting firm will analyse the impact through collecting data from competent authority, interviewing trainees and their post training working places supervising authority. The firm will evaluate the project achievement through indicators from global governance index, governance system of OECD countries, global competitive index and other relevant indices.
- (i) Requirement of Primary and secondary data: To serve the purpose, the firm will arrange a workshop with the attendance of least 7% from Masters and Diploma degree holders, 2% from short training programmes and 1% from senior officials' training with the presence of at least two members from IMED, 3 representatives from the Ministry of Public administration, 2 representatives from BCS Administration Academy, 2 representatives from BPATC and at least 01 representative from NAPD.
- (j) Key Informant Interview (KII) and Focus Group Discussion (FGD): It may also include supervising authority of the trainees whether the project objectives have been attained in accordance with the TPP and RTPP with finding limitations and necessary recommendations. At least 3 programmes should be arranged in three divisions or districts with the help of Divisional Commissioners in the presence of at least 30 field level officers and 10 supervising members from top level and upper midlevel civil servants in each programme as a part of data collection.
- (k) Observation on different complexities: It may include delay in fund release, obtaining economic code from the Ministry of Finance, appointment of Project Director, delay in procurement, limitations in management, required manpower analysis of the project, cost and length of the project.
- (l) SWOT Analysis: The report will contain detail SWOT analysis including listing of different areas of studies or subjects, quality of education and training, better options for maximum outcome from such training programme, minimization policy of risks and threats. The research will comment on exit plan for sustainability of individual, group, departmental and national capacity.
- (m) Arrangement of Workshop: The incumbent will arrange a workshop with the stakeholders as indicated above prior to the national workshop to uphold the limitations, success and recommendations for the project.



