RDRS Bangladesh

Terms of Reference (ToR) for
2nd Phase Endline Evaluation of RDRS Core Comprehensive Programme

1. Introduction:

A. Brief profile of RDRS Bangladesh, the commissioning organization

RDRS was established as the Bangladesh field programme of the Geneva-based Lutheran World Federation/Department of World Service (LWF/DWS) on 08 February 1972 to provide relief, rehabilitation, and development assistance to war-affected peoples in northwest Bangladesh. In 1997, RDRS was localized & registered under the Trust ACT as a national NGO in Bangladesh. The organization is registered with the NGO Affairs Bureau in Bangladesh & Microcredit Regulatory Authority and is governed by the Board of Trustees. In the course of its journey, RDRS has become a household name in the region and one of the leading development organizations in Bangladesh.

For more information visit: **www.rdrsbangladesh.org**

B. Background and Salient Information about the Programme:

Despite many development initiatives, poverty is still one of the major problems in Northern part of Bangladesh. The main reason for the unpredictable situation is poor governance. The rural women of this region are mostly illiterate, lack of awareness of their rights, low participation in development activities. They are victims of violence and don't have access to justice. The majority of the women and adolescent girls in rural areas are unaware about the reproductive health issues. The northern part of Bangladesh is identified as one of the most vulnerable to the impact of climate change. t is frequently impacted by a variety of natural disasters including floods and river erosion. The regional economy of Rangpur division is heavily based on agriculture. Each year, many people are internally displaced due to riverbank erosion. The presence of major rivers including Brahmaputra, Teesta, Dharala and Dhudkumar make the areas vulnerable and particularly prone to river erosion and displacement.

a) The service providers are not accountable to the public. The governance system of the local government units is not people-oriented, and there is very low participation of people in the activities of the local government structure. The quality of education is very poor, particularly in this region. The people are homesick and reluctant to go to other places for work. However, temporary and seasonal migration is being observed in an increasing trend.

b) The average household income in northern Bangladesh is below the national average, and the daily wage rate is the lowest in the country. In remote districts, economic opportunities for the poor are very limited and seasonal, forcing male family members to migrate seasonally for work. Access to education and healthcare has been improving, but the actual situation on the ground is unsatisfactory. The poor are denied access to health

services in inadequate government hospitals, while private health services are too expensive for them to access.

c) The major causes of high poverty in the Rangpur division are severe river floods, river erosion, lack of market accessibility, illiteracy, low labor wages, poor agrarian economies, low productivity, unskilled human resources, and low-income jobs. Recurring disasters in the eastern riverine zone undermine livelihoods. As an impact of climate change, flash floods regularly affect rain-fed lowland rice ecosystems in lowlands where flood water remains for around two weeks in many parts of the country.

C. Description of the Project:

- **Name of the Project:** RDRS Core Comprehensive Programme
- **Project duration:** March 2023 to February 2026.
- **Goal of the Project:** To improve the economic, social, and environmental sustainability of the disadvantaged and excluded population.

Objectives and Indicators:

Sl.	Objective	Indicator
Objective-1	Enhanced representation and voice of poor people in the decision-making process at the wider community level for shared resource utilization aspect which reduces inequalities.	1. Representation of federation members in Local Government and other local bodies increased by 20% from the baseline.
		2. 25% of Vulnerable youth and women who are supported with skills and job placement are actively taking part in decision-making at their family and community levels.
		3. Violence against women and girls, including trafficking reduced by 20%
Objective-2	Increased access to health services for poor families, particularly women and children;	1. Access of registered mothers to institutional services in project areas increased by 20% 2. 15% of rural people received eye care services including need-based cataract operation and spectacles supplies
Objective-3	Community resilience of disaster & climate vulnerable areas are improved.	1. 60% Community of disaster and climate-vulnerable areas developed and implemented climate change adaptation and DRM plan
		2. Households involved in climate resilient practices increased by 20%

Name of the Donors Supporting the Programme: As development partner, Bread for the World Germany (BftW) and Evangelical Lutheran Church in America (ELCA).

Operation Areas of the Project:

Sl. No.	Name of District	Number of Upazila	Number of Union
01	Gaibandha	7	49
02	Jamalpur	1	2

03	Kurigram	9	79
04	Lalmonirhat	5	44
05	Nilphamari	6	55
06	Rangpur	5	31
07	Dinajpur	10	52
08	Thakurgaon	5	51
09	Panchagarh	5	43
	Total	**53**	**406**

Target Groups:

Civil Empowerment:

This project aims to enhance civil empowerment by strengthening the Union Federations (UF) and grassroots organizations. The beneficiaries of this initiative are the members of the union federations.

This project aims to enhance civil empowerment by strengthening the Union Federations (UF) and grassroots organizations. The beneficiaries will be empowered in their community and the members of the union federations. Capacity building, awareness buildup, linkage with other like-minded organizations, networking with different donor agencies, Coordination and cooperation with different tiers of the coordination committee (Upazila, District, Divisional level) liaison with LGI and government departments. District & categories target beneficiaries are in the below table;

Name of District	Upazila	Union Federation	Women's Forum	Youth Forum	Categories of Direct Beneficiaries						Total of Direct Beneficiaries
					Women Forum members	Youth and adolescent	Ethnic Minorities	PWD	General Committee Member	Executive Committee Member	
Gaibandha	7	49	49	49	2,284	3,331	7,765	1,433	2,158	441	17,412
Kurigram	9	79	79	79	147	7,580	90	85	6,142	711	14,755
Lalmonirhat	5	44	44	44	3,186	3,426	320	601	1,686	396	9,615
Nilphamari	6	55	55	55	5,278	5,676	3,903	670	2,181	495	18,203
Rangpur	6	31	31	31	2,125	2,616	1,300	184	797	279	7,301
Dinajpur	9	52	52	52	3,035	3,787	5,762	449	1,383	468	14,884
Thakurgaon	5	51	51	51	2,586	3,145	3,993	732	3,212	459	14,127
Panchagarh	5	43	43	43	2,024	2,887	2,840	618	2,170	387	10,926
Jamalpur	1	2	2	2	147	222	24	13	160	18	584
Total	53	406	406	406	20,812	32,670	25,997	4,785	19,889	3,654	107,807

Quality of Life (Health):

The direct target group's pregnant women, visually impaired people, blind & low vision people, adolescent girls, disadvantaged & out-of-reach community people, students, teachers, and community people. A total of 114,965 program participants included as direct beneficiaries through the project's interventions. Out of the number, in each union 100 mothers have registered in either Family Welfare Centre or Community Clinics to get ANC & PNC services each year, and each year 100 eye patients have got treatment support through the project. Moreover, 130 adolescents from each union each year received soft & life skill training through the project.

	Name of District	**Number of Women**	**Number of Adolescent**
1	Gaibandha	3,900	1,322
2	Kurigram	7,900	986
3	Lalmonirhat	4,400	1,878
4	Nilphamari	5,500	1,835
5	Rangpur	2,900	963
6	Dinajpur	4,300	1,500
7	Thakurgoan	5,100	444
8	Panchagarh	4,300	1,124
	Total	**38,300**	**10,052**

Agriculture and Environment:

The Agriculture and Environment program focused on working with smallholder farmers in communities impacted by disasters and climate change. The interventions have been set to be implemented in 70 unions (40 existing and 30 new) across 24 selected Upazilas where RDRS operates. The Union Federation has served as a key point for these initiatives. Activities related to climate change and disaster risk reduction were conducted with the involvement of 20 Federation Disaster Management Committees (FDMC) in the Kurigram and Lalmonirhat districts. This initiative is expected to directly benefit approximately 8,000 members who are recognized as participants in the project.

Name of the district	**Location**		**Type of beneficiaries**		**Categories of direct beneficiaries**			**Total**
	# of Upazila	**# of Union**	**Direct beneficiaries**	**Indirect beneficiaries**	**Poor and landless (50%)**	**Marginal (30%)**	**Small (20%)**	
Kurigram	3	4	2,000	1,000	1,000	600	400	2,000
Lalmonirhat	5	16	6,000	3,000	3,000	1,800	1,200	6,000
Nilphamari	3	10	4,000	2,000	2,000	1,200	800	2,000
Rangpur	4	10	4,000	2,000	2,000	1,200	800	2,000
Dinajpur	3	10	4,000	2,000	2,000	1,200	800	2,000
Thakurgaon	3	10	4,000	2,000	2,000	1,200	800	2,000
Panchagarh	3	10	4,000	2,000	2,000	1,200	800	2,000
Total	**24**	**70**	**28,000**	**14,000**	**14,000**	**8,400**	**5,600**	**28,000**

- Other stakeholders relevant to the evaluation (organizations, partners, networks, governmental bodies etc.)

Relevant stakeholder of RDRS Core Comprehensive Programme :

- Department of Social Welfare
- Department of Youth Development
- Department of Women's Affairs Development
- Department of Agriculture Extension
- Department of Health and Family Planning
- District and Upazila Administration
- Local Government Institutions (LGIs)
- Bangladesh NGO Foundation (BNF)
- Sarabangla Krishok society

- **Last evaluation of this project dated on** 20 December 2022.

Major activities/interventions performed under the project:

Civil Empowerment (CBO):

The Union Federations (community-based organizations) of the rural poor and marginalized which provide a civic platform to improve their lives, livelihoods and, by utilizing local resources, create a better future for all. Federations have evolved into strong grassroots structures supporting their own members alongside engaging in advocacy within wider society. The major activities are-

- Organize annual progress review and planning meeting at federations
- Sensitization workshop with duty bearers and service providers to access the disadvantaged, poor, women, youths, and PWDs in government services at Upazila level
- Training in PP writing, Fundraising and linkage with donors, Advocacy & lobbying, recordkeeping facilitation for sustainability to federation leaders
- Annual progress review and planning meetings at federations.
- District/Upazila federation coordination committee meetings on a half-yearly basis
- Journalism/reporting training for youth
- Training in gender, GBV, safeguarding, different laws etc. with federation mediation committee and federation leader
- skill development and life skill training for violence-affected women and girls at rehabilitation center

Quality of life (Health):

RDRS provides both curative and preventive health services across the rural areas of the north-west Bangladesh. Under RDRS Core Comprehensive Programme there are the two major activities-

- Orientation on SRHR, Reproductive health, Eye care and disability issues for youth forum at federation.
- Provided pregnant mothers emergency support to those who were at risk.
- Refresher orientations of the Community Health Promoters (CHP) on maternal care services.
- Coordination meetings with existing CC/FWC management committee.
- Facilitate sessions for adolescents at school/college level on reproductive health & GBV.
- Screening sessions at schools.
- Eye camp at the community level.
- Poor and disadvantaged people's eye surgery & spectacle support
- Visually impaired people (VIP) learning sessions through Braille, ADL, and Mobility.
- Community Conference for primary health care service system at Union Federation for obtaining health service.

Agriculture and Environment:

RDRS runs an effective extension model based around Farmer Field Schools (FFS) to spread improved ideas, methods and inputs and so raise outputs and incomes. Much of RDRS' history has involved helping people before, during and after natural disasters – drought, flood, and storm. But when the anticipated extreme climate changes take effect, we can expect to face deadlier threats. To help people, in particular those living on the margins of society, to cope now and in the future, RDRS runs disaster-preparedness and climate change adaptation projects side by side. Major activities are as follows-

- Plant trees to promote co-management for natural resource management and social forestry (Roadside tree plantation) program.
- Establish demonstration of eco-friendly and climate-resilient technologies.
- Meeting for strengthening the Ward/Union/Federation Disaster Management Committee.
- Training on capacity building of volunteers on climate change and disaster risk reductions.
- CBO/Union Federation and entrepreneurs for participating in market linkage (Krishi Kendra) and value chain activities.
- Plots demonstrate and promote sandbar crops.
- Field day /agriculture fair/ exposure visit/day observation.

2. Objectives of the Evaluation:

To assess the overall effectiveness, impact, and sustainability of the project by measuring progress against baseline indicators, evaluating the achievement of intended outcomes, and determining whether the project objectives have been met. The evaluation will also identify lessons learned and best practices while analyzing the project's relevance, coherence, and efficiency. Additionally, the assessment will highlight challenges and provide actionable recommendations for future programming, policy improvements, and potential scaling or replication of successful interventions. specific objectives of the evaluation are the following:

I. Assessment of Program Performance

- Assess the success of the RDRS Core Comprehensive Programme in achieving its set objectives/outcomes.
- Evaluate the effectiveness of various measures implemented, particularly in strengthening Federations and securing livelihoods for reference people, as well as their potential for replication.

II. Relevance and Alignment

- Assess the program's relevance in addressing the needs, priorities, and context of the target population, stakeholders, and broader goals.

III. Efficiency and Management

- Assess whether the program was implemented in the most efficient way compared to alternatives and whether activities were cost-efficient.
- Evaluate the appropriateness and implementation of administrative and financial management systems.

IV. Capacity and Sustainability

- Assess the capacity of Federations to sustain and continue program-initiated processes after its discontinuation.
- Evaluate the sustainability of the program's effects and impacts in the broader environment.

V. Empowerment and Cross-cutting Issues

- Identify key opportunities and constraints in empowering poor and vulnerable people, with a special focus on women.
- Examine how gender and climate change intersect and impact communities, identify lessons and challenges, and provide recommendations for future programming.

3. Evaluation Questions

The final evaluation should and must look into the following issues:

a) Relevance

- To what extent does the Core Comprehensive Program align with the needs and priorities of the target population?
- To what extent do the program's objectives and interventions address the actual socio-economic challenges faced by the program participants?
- How relevant were the program's strategies in the context of the social, economic, and environmental situation of the program's working area?
- How well does the program align with national policies, strategies, and international development frameworks?
- What feedback do stakeholders (beneficiaries, government, NGOs, etc.) provide on the relevance of the program's interventions?

b) Effectiveness

- In comparison against the indicators, has the program achieved its intended outcomes?
- How well have the Federations improved in terms of their capacity and governance?
- Has the program improved the livelihoods and economic conditions of the program participants?
- What impact has it had on gender equality and women's empowerment?
- Have there been any visible and measurable unintended positive or negative effects?

c) Efficiency

- Were various resources, including funds, time, and human resources, used effectively? (Did resources produce maximum output with minimum waste)
- Was the program cost-effective compared to alternatives? (Does the benefits justify the cost?)
- Did the administrative and financial systems support efficient implementation?
- Were activities completed on time? If not, why?

d) Impact

- In the lives of the program participants, what measurable improvements have been?
- Has the program strengthened economic resilience in targeted communities? (Whether they have gained the ability to cope with any economic difficulties by having stable income sources, access to financial resources, skills, and safety nets?)
- How has it influenced local governance and social cohesion?
- What role did gender and climate interventions play in community resilience?

e) Sustainability

- How much the Federations are ready to sustain their works without program support?
- How committed are local authorities and stakeholders to sustaining results?
- Lessons & Recommendations. What key lessons we can get from the successes and challenges of the program?
- Based on the learning, what program components, activities, achievements can be adapted, scaled up? What should be discontinued in such future projects?
- Do the program has any innovative practices identified? Can these practices be replicated in similar contexts?
- What policy or strategic recommendations can be made to improve future programming and funding priorities?

g. Suggestions for Future Program Design

- Based on the learning and experiences of the program what will be the suggestion regarding design of a new program to meet the urgent needs and priorities of the community?

4. Users of the Evaluation

The main users of the findings of the evaluation will be RDRS and its staff, reference groups, supporting donors and other related stakeholders.

5. Scope of Work

The consultant is expected to provide the following deliverables to fulfill the objectives outlined above-

I. A schedule of full project (data collection, literature review, KII, FGD, Federation Meetings, community consultation, stakeholder consultation etc.);
II. Providing a draft evaluation report and making a presentation.
III. Providing final report.
IV. On signing the consultancy contract, the consultant will prepare an Activity Timeframe for completion of the evaluation assignment and submit the same to RDRS which will be agreed upon by both RDRS and the consultant through discussion.

6. Evaluation time:

The selected consultant ensures the project activities' evaluation from 15 June 2025 to 31 August 2025. The evaluation of the programme will be completed in a total 45 (approximate, may be extended as per need) working days. The number of working days will be agreed upon in the first meeting with the consultant based on the submitted consultancy proposal/offer. The consultant will accomplish the entire assignment of project evaluation review with in this time.

7. Methodology and Approach

Evaluations of projects supported by BftW are conducted by the OECD/DAC Evaluation Quality Standards. These standards require that a robust methodology be utilized and clearly explained in the evaluation report. The purpose of this methodology, as well as the criteria for assessing its reliability, is to generate dependable data that enable valid evaluative judgments useful for learning and decision-making. However, the validity of each evaluation will ultimately depend on the data that is available.

Approach: The consultants will undertake a participatory approach in evaluating the programme. Given the fact that the RDRS programme is sizeable, operates across 9 districts and is engaged in a wide range of programme interventions, the Evaluation team need to apply a practical approach to information gathering to ensure that an adequate, balanced and realistic overview of the programme is obtained. The team may need to prioritize certain aspects to cover the main ground.

8. Expected qualifications and experience of being the lead consultant

The assignment of evaluation study may be performed by a team at least three consultants including at least one female. The consultants should have a master's degree in social science/Statistics/Development studies/relevant subject. They should possess proven experience in the field of poverty alleviation, People's Organizations, right based approach and possess extensive experience in development project evaluation in participatory process and hands on experience in conducting quantitative and qualitative social research and analysis.

Profile and qualities of the consultants

- Extensive experience in conducting project review/evaluation and a proven track record of delivering professional results.
- Fluency and written in English and a good command in Bangla.
- Experience in working with development partners (donor community) and nonprofit development organizations.
- Extensive knowledge and experience in organizational development, community development, and strategic management.
- Ability to understand complexity and to focus on the key issues in a pragmatic and realistic way, and to offer appropriate and practical advice which can be implemented.
- Demonstrated analytical, communication, presentation, and report writing skills.

09. Supports available from RDRS

a) The consultant will contact with Executive Director or a designated staff, RDRS for any requirement related to evaluation of the subject project.
b) RDRS will provide the consultant at the time signing of consultancy agreement with all project related documents including project proposal, data and information, etc. that are necessary for all preparatory activities including development of questionnaire (for questionnaire survey on sample of selected groups of target beneficiaries), checklists, etc. for performance of the assignment.

c) RDRS will cooperate with the consultant in deciding the size of sample target beneficiaries to be covered by questionnaire survey, FGDs (focus group discussions), in-depth/ intensive and extensive interview (using checklists) as mentioned in the approach and methodology section above.
d) The programme staffs will extend required cooperation to the consultant and his team members in carrying out the evaluation and arrange all meetings with all concerned respondents/ sampled direct and indirect target beneficiaries out of those mentioned in the ToR and as required by the evaluation team during the process of performance of the assignment.
e) RDRS will extend all necessary cooperation and support to the consultants/ evaluation team for the proper execution of the assignment.

10. Deliverables for the Consultants

The consultant is expected to submit an analytical, informative and useful report covering all the items of the objectives of evaluation mentioned above of the subject project. The report will be in English and its texts will not exceed 50(Fifty) pages, including an executive summary of the report. The detailed findings, etc. may be submitted as attachments.
In addition to the soft copy, the consultant will submit two hard copies of draft report to RDRS. The final report will be submitted accommodating comments/ observations/ suggestions of RDRS and donors.

- Inception report (see also the guide on the inception report)
- Draft of the final report.
- Final report[1] (e.g. maximum number of pages, language).

11. Remuneration

Global Price

In consideration for his/her services, the Contractor shall receive a global remuneration of <BDT> This global remuneration covers the Contractor's fee rate, including overhead, profit, all his/her obligations, leave, sick leave, overtime and holiday pay, taxes, social charges, etc. and all expenses (such as transport, accommodation, food, office expenses, etc) to be incurred for the performance of the Contract. The global remuneration covers all obligations of the Contractor under the Contract (without depending on actual time spent on the assignment) and all matters and things necessary for the proper execution and completion of the services and the remedying of any deficiencies therein.

Costs and expenses, which are not mentioned above shall be deemed covered by the overhead of profit included in the Contractor's global remuneration.

12. Mode Of Payment

[1] For a sample structure see "Sample structure of final report" at the end of guide "6. Kick-off and clarification meeting".

The payment of a total amount of money will be made through A/C payee cheque in favour of the Company/Firm in 3 (three) instalments.

- 1st instalment 30% with placement of work order and against receipt of the consultant's invoice.
- 2nd instalment 30% after submission the draft copy and against receipt of the consultant's invoice.
- 3rd and the final instalment 40% after submission of the documentary and approved by the contracting authority and against receipt of the consultant's invoice.
- VAT and TAX will be deducted as per government rule.
- RDRS Bangladesh will not bear any insurance or compensatory cost due to accident/injury of a staff of the company/firm and damage of any equipment.

13. Evaluation Report Outline (Methodology, Findings, Summary of key insights derived from the findings, Recommendations, Lessons Learned, Annexes)

Concise and self-explanatory high quality final report, written in English addressing all the above-mentioned specific objectives of the study. The report must include list of all the documents reviewed as reference.

- Brief synthesis of the report (Maximum 10-12 pages) in English
- A final power point presentation summarizing the outcome of this assessment
- High level policy recommendation, i.e. the recommendations should be based on the findings of the evaluation and show clear reference to those findings; the recommendations should be concrete and realistic (achievable with resources available to RDRS)

14. Offer from the Consultants

Individuals, consulting firms, coalitions, universities, and NGOs (referred to as Consultants in the document) are eligible to apply. All consultants should have a strong background in social and economic appraisal techniques and have a proven track record in the design and management of integrated rural development and poverty alleviation projects.

15. Guideline for Application

The proposal should comprise with the following sections and the given page limit. The proposal should comprise with only the following sections and given page limit. Proposals will be accepted only through email in soft copy form (signed scanned copy). **No hard copy proposal will be accepted.**

Topic	**Maximum Page Limit**
Technical Proposal	

Cover Page	1 page
Table of Content	1 page
Understanding of the Assignment. This section should clearly demonstrate the: • List of key research questions. • Relevant tools to collect the key research questions. • Key expected source of the data. • Relevant stakeholders to be consulted for each of the research questions • Proposed methodology for data collection • Specific paragraph that sets out how relevant cross-cutting issues need to be taken into consideration Additionally, the data collection strategy and geographic scope should be specified in this section.	4 pages
Work schedule	1 page
Team composition (detailed CVs of the team members should be annexed)	1 page
List of key/similar past assignments conducted by the consultant/team/ organization	1 page
Any other relevant information (to be determined by the consultant/team /organization)	1 page
Financial Proposal	
The financial proposal should be inclusive of all the relevant cost for the assignment, overheads and inclusive of VAT and applicable Tax. - (Complete cost estimate that includes both the fee as well as any ancillary costs to be incurred, such as transport, accommodation, taxes, fees and costs of workshops in the scope of the evaluation etc.)	1 page
• Additionally, information should be provided here regarding - by when (submission deadline), - in what form (digital or by post), - to whom (e-mail address or/and address with details of the responsible person) the offer may be submitted in order to apply for the abovementioned order/evaluation as described.	1 page

16. Ownership of Materials to be developed

RDRS Bangladesh will have the sole ownership of all the supplies and resources and report to be produced under this assignment. It is the consultant's responsibility to ensure that no resources can be accused for plagiarism and due acknowledgement and necessary permissions are taken from the relevant agencies as appropriate and applicable.

17. Application Instruction:

Submit your letter of interest along with proposal to Md. Nazrul Ghani nazrulghani@rdrsbangladesh.org and copied to Md. Matiur Rahman matiur@rdrsbangladesh.org by mentioning the subject line **Evaluation of RDRS Core Comprehensive Programme- within 10 days.**