



Terms of Reference (ToR)

END LINE EVALUATION

Integrated Flood Resilience Programme through Community-based Disaster Risk Reduction (CBDRR)

1. Summary

1.1. Purpose: The Secretariat of the International Federation of Red Cross and Red Crescent Societies (IFRC) and the Bangladesh Red Crescent Society (BDRCS), with the monitoring support from KOICA, and funding support from the Ministry of Foreign Affairs, Republic of Korea (RoK), seek to evaluate the continued relevance, efficiency, effectiveness, timeliness, impact and sustainability of the Integrated Flood Resilience Programme in two districts of Bangladesh to identify key lessons and recommendations to improve future Disaster Risk Reduction (DRR) and resilience initiatives.

1.2. Commissioner: This evaluation is being commissioned by Secretary General of BDRCS and Head of Country Office of IFRC.

1.3. Audience: The results of this evaluation will be used by the BDRCS, the IFRC, KOICA, MOFA-ROK, and other stakeholders involved in the programme in order to assess the progress made towards achieving the planned objectives of the Integrated Flood Resilience Programme. The final report will be shared with the KOICA and Ministry of Foreign Affairs (MoFA), Republic of Korea.

1.4. Evaluation team: A hired consultant or consultancy firm from national/international level will conduct the evaluation. IFRC and BDRCS programme team will assist the evaluator to collect quantitative and qualitative data from the field by engaging volunteers.

1.5. Duration: Up to 45 days

1.6. Estimated dates: 21 March 2021 – 04 May 2021

1.7. Location: Nilphamari and Lalmonirhat, Bangladesh

2. Background of the Integrated Flood Resilience Programme

Type:	Programme
Name:	Integrated Flood Resilience Programme through Community-based Disaster Risk Reduction
Implementing partners:	Bangladesh Red Crescent Society (BDRCS)

Duration:	March 2018 – Jun 2021 (3 Years 4 months)
Budget:	USD 1 Million
Number of people to be reached:	8,770 direct beneficiaries from communities and schools and 16,000 indirect beneficiaries
Location:	Lalmonirhat and Nilphamari districts

Integrated Flood Resilience Programme (IFRP) is being implemented at four communities in Nilphamari and Lalmonirhat districts by Bangladesh Red Crescent Society (BDRCS) supported by Republic of Korea (RoK), Ministry of Foreign Affairs (MoFA) and Korea International Cooperation Agency (KOICA). It is a comprehensive resilience programme to enhance the community resilience through reducing the vulnerability of highly exposed people to floods of four communities of the two northern districts of Bangladesh. International Federation of Red Cross and Red Crescent Societies (IFRC) has been providing technical support to implement the programme while Ministry of Foreign Affairs, Republic of Korea has been providing fund. Beside this, KOICA has been working as the liaison and monitoring partner. The programme was started from March 2018 and will be phased out in June 2021. The number of direct beneficiaries of the programme are 8,770 (4,463 males and 4,307 females) and indirect beneficiaries are 16,000. The total numbers of targeted households under the programme are 1,675. The programme included components like disaster risk reduction, climate change adaptation, livelihood, shelter, water, sanitation and hygiene, health and capacity enhancement of the people of targeted communities. The delivery of programme interventions targeted to increase the capacity to reduce life and livelihood risk of the vulnerable people of the community including women, children, elder people and people with disability. The programme approach ensured participation of stakeholders in every aspect of programme management cycle including planning, implementation and monitoring.

Goal of the Programme:

To strengthen community resilience for effective and efficient response to multi-hazards and climate-induced phenomena of the targeted community people.

Objectives of the Programme:

To build the capacity of community to reduce the loss of life, livelihood and well-being in recurrent disaster and climate change risks through community-based approach.

Outcomes of the Programme:

- Outcome 1: Communities are capable to effectively respond to flood and adapt to changing climate
- Outcome 2: Most vulnerable households have improved livelihood and shelter to withstand small scale flood

- Outcome 3: Community people have increased access to appropriate and sustainable water, sanitation, and hygiene practice
- Outcome 4: BDRCS capacity is enhanced to deliver scaled-up DRR programmes for disaster risk reduction.

3. Evaluation purpose and scope

3.1: Purpose

The purpose of the End Line Evaluation is to assess the performance of Integrated Flood Resilience Programme and to capture the programme's achievements, challenges, best practises, key lessons and recommendations to improve future resilience programmes of BDRCS and IFRC. The Evaluation will also review the recommendations of the Mid Term Review (MTR), and other findings of monitoring activities that were conducted during the programme implementation. Besides, the End Line Evaluation will assess the overall quality of the implementation. It is important to include beneficiaries' opinion on the quality of the services they received. The End Line Evaluation findings and recommendations will be worked as an important guideline for the management of BDRCS and IFRC for decision making on ongoing and further resilience programmes. It will also be a significant advocacy document for further programme improvements, strategic planning and policy making in the arena of DRR and resilience. Identifying examples of best practices and innovations of Integrated Flood Resilience Programme would be shared with targeted stakeholders so that they understand the importance of resilience programme for reducing the vulnerability of the communities.

3.2: Scope

The End Line Evaluation will be conducted at the four communities of Nilphamari and Lalmonirhat at a point of time when almost all of the programme activities are implemented and a significant percentage of the funding has been spent. The results of the end line evaluation would be helpful for future resilience programme planning, implementation, monitoring and evaluation of IFRC and BDRCS. The evaluation findings and results will also be used by the stakeholders or change agents who are involved with this programme and implementing disaster risk reduction and resilience interventions. The findings also would be utilised to develop and change upcoming programme's implementation strategies, which is important to achieve the expected results if the resilience programme. The End Line Evaluation will follow the IFRC Framework for Community Resilience to articulate the findings and recommendations. The findings of the study will also be compared between end line survey and baseline survey study results focusing the programme indicators.

4. Evaluation objectives and Criteria

4.1: Evaluation Objectives

The End Line Evaluation will be conducted for the following objectives:

- To evaluate whether the programme delivered effective, efficient, relevant and timely activities to the targeted beneficiaries and community people as set in the programme logical framework
- To assess whether the coordination and collaboration among BDRCS, Government, non-government and other humanitarian organizations were strengthened in implementing community-based resilience interventions
- To identify and assess key lessons, challenges, best practices and recommendations for utilizing in future resilience programmes of BDRCS, IFRC and others.

4.2: Evaluation Criteria

Followings are some standard questions that will need to be adjusted with the successful firm/consultant, in agreement with the Evaluation Management Team, at the stage of the inception report.

4.2.1: Adherence to Fundamental Principles and Code of Conduct

- To what extent the Red Cross and Red Crescent (RCRC) guiding principals were followed while delivering interventions?

4.2.2: Relevance and Appropriateness

- To what extent is the programme plan relevant and meeting the needs of the target communities? Is there a need to change programme implementation and/or direction in future?
- To what extent the programme meets the outcomes and impacts articulated in the operational plan?
- Are the activities and outputs of the programme consistent with the overall goal?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?
- To what extent does the programme contribute to the fulfilment of relevant policies and strategies?
- How effective is the project in seeking and responding to feedback from target communities?
- To what extent the programme activities and results are environment, climate and DRR focused?
- How were the relevant interventions and activities implemented under the programme in addressing needs of the community people and targeted stakeholders?

4.2.3: Efficiency

- How efficient was the delivery of the programme in terms of implementation of its interventions and activities?
- To what extent the programme modality considered the intervention quality?
- What preferences were given priority in terms of collaboration between BDRCS and other stakeholders during programme implementation?
- To what extent the programme information and learning were shared among beneficiaries and stakeholders?

4.2.4: Effectiveness

- To what extent the planned objectives in the logical frame of the programme were reached and delivered effective, efficient, relevant and timely activities to the community people and targeted stakeholders as per the indicators?
- To what extent were the programme interventions and activities contributed for machining the programme goal?
- Was the programme effective for reducing the vulnerability and enhancing the capacities of the communities to respond flood and to take timely action to protect community people's lives and assets?
- What types of opportunities for collaboration between BDRCS and other stakeholders were explored and strengthened and how were the collaboration contributed to increase effectiveness for flood resilience programme?
- To what extent the programme encouraged community engagement and ensured accountability issues during the programme life cycle management?

4.2.5: Coverage

- Did the community people, beneficiaries and targeted stakeholders were reached as per the programme indicators and targets?
- To what extent have stakeholders been involved in the programme planning, implementation and monitoring aspects?
- To what extent have socially excluded groups including Person with Disabilities (PWD) and minorities been included, considered and targeted throughout the project t?
- Is there a need to include any other target groups in the program in future?

4.2.6: Impact

- To what extent the activities bring positive change to reduce vulnerability and build resilience capacity of the community? What are the changes happened among the beneficiaries and targeted stakeholders?

- Did the coordination and collaboration among BDRCS, Government and humanitarian organizations bring an effective impact on the community people, beneficiaries and other stakeholders?
- To what extent the communities build their capacity to respond flood and capable to adapt changing situation?
- To what extent the community people changed their economic condition through the livelihood support?
- To what extent the community people adopted the water, sanitation and hygiene (WASH) behaviours to improve their lifestyle.
- Are there any unexpected changes, outcomes or impacts being noted as result of the project?
- To what extent the programme interventions contributed to build long-term community resilience capacity of targeted communities?

4.2.7: Coherence

- Were there any concrete examples of successful models of collaboration of BDRCS with other partners and stakeholders for avoiding duplication ?
- What are the barriers and/or enablers to strengthening coordination and collaboration?
- Did the activities of the programme complement to the work of other stakeholders for contributing to resilience initiatives in Bangladesh?

4.2.8: Sustainability and connectedness

- Will the achievements accumulated under the programme retain its continuation in the targeted community and stakeholders?
- What mechanisms was set in programme areas to retain the key programme outcomes in future?
- How the programme worked with Community Disaster Management Committee, Community Disaster Response Team, Unit (Branch) Disaster Response Team, Union Disaster Management Committee, Upazilla Disaster Management Committee and other local stakeholders to increase their capacity in a sustainable way?
- Were there any potential risks for retaining the programme results and continuing the achievement?
- To what extent are the relationships between key stakeholders and change agents likely to be sustained beyond the end of the project? Is there anything that could be done to strengthen these?
- To what extent is the project linking, coordinating, learning from or sharing learnings with external partners and agencies?
- Are there any changes within the overall operating environment that might contribute to the sustainability of the project (i.e. government policies or resourcing etc?)
- To what extent are the capacities of the different stakeholders including BDRCS have been built by the project?

5. Evaluation methodology & process

The End Line Evaluation will be conducted at four communities of Nilphamari and Lalmonirhat by a hired national consultant or consultancy firm. IFRC Bangladesh Country Office and BDRCS will provide required support to the lead evaluator/consultant/consultancy firm to complete the evaluation. The consultant will do the desk works for reviewing the secondary materials before the fieldwork. Documents need to be reviewed are programme proposal, work plan, Vulnerability and Capacity Assessment (VCA) report, baseline study report, report on the flood early warning system activity, monitoring reports, event report, bi-annual reports, annual reports etc. Then necessary field visits will need to be conducted for primary data collection. Baseline Study data and End Line Study data will be compared to see the achievement or impact of the programme. Both quantitative and qualitative research methodologies will be used for doing the evaluation. Beside this, secondary data and programme documents, research and policy papers, books, peer-viewed journals on disaster risk reduction, climate change, flood resilience, vulnerability, adaptation, livelihood strategies, WASH etc. will be reviewed by the evaluator/consultant as per need.

The following methods could be used for data collection and conducting the evaluation.

1. A desk study of all related project document including Project Proposal, Project Reports, Event Reports, Monitoring Reports etc.
2. Field visit and observation of activities.
3. Comparison of baseline and end line data
4. Questionnaire Survey at four communities of Nilphamari and Lalmonirhat districts if required
5. Interview with key informants (Change Agents/Stakeholders), and Focus Group Discussions (Unit/Branch Disaster Response Team, Upazilla Disaster Management Committee, Union Disaster Management Committee, Community Disaster Management Committee, Community Disaster Response Team etc.)
6. Interview with Local Government Authorities and other stakeholders
7. Data analysis using relevant tools and development theories.

Key Informants:

8. BDRCS governance/management and programme staffs
9. KOICA
10. IFRC Bangladesh: Delegation HoCO, Project Manager, and concerned staff
11. BDRCS district unit/branch committees, programme committees, community committees, volunteers,
12. Beneficiaries (direct beneficiaries: who received support directly from project like school teacher, school students, Commercial Service Providers and subsidiary

latrine receiver, Tube-well user etc. Relevant district level government offices, upazilla, union parishad, etc.)

6. Evaluation deliverables

Inception Report – The inception report will be a scoping exercise for the evaluation and will include the Background/Introduction, proposed methodologies, data collection and reporting plans with draft data collection tools such as interview guides, the allocation of roles and responsibilities within the team, a timeframe with firm dates for deliverables, and the travel and logistical arrangements for the team etc. The inception report should be approved by the Evaluation Management Team or commissioner.

Debriefings / feedback to management at all levels: The evaluation team will report its preliminary findings to the IFRC country office, BDRCS and operational partners, and the IFRC Asia Pacific Regional Office (APRO).

Draft report: A draft report identifying key findings based on facts and will separate from the report opinions or rumours, conclusions, recommendations and lessons for the current and future operation, will be submitted by the team leader within one week of the evaluation team’s return from the field. Briefing on initial findings and results will be shared with IFRC and BDRCS before submitting the draft report.

Final report: The final report will contain a short executive summary (no more than 1,000 words) and a main body of the report (no more than 10,000 words) covering the background of the intervention evaluated, a description of the evaluation methods and limitations, findings, conclusions, lessons learned, clear recommendations. Recommendations should be specific and feasible. The report should also contain appropriate appendices, including a copy of the ToR, cited resources or bibliography/reference, a list of those interviewed and any other relevant materials. The final report will be submitted one week after receipt of the consolidated feedback from IFRC and BDRCS.

All products arising from this evaluation will be owned by the IFRC. The evaluators will not be allowed, without prior authorization in writing, to present any of the analytical results as his/her own work or to make use of the evaluation results for private publication purposes.

The draft and final reports will be submitted to Evaluation Management Team (IFRC and BDRCS), who will ensure the quality of the report providing input if necessary. The Evaluation Management Team will submit the report to the key stakeholders interviewed for review and clarifications. The Commissioner will oversee a management response and will ensure subsequent follow up.

The Final Report will sketch with the following headings:

- Acknowledgements

- Acronyms
- Glossary
- Executive Summary
- Introduction/Background
- Rationale and Objectives of the End Line Evaluation
- Scope of the End Line Evaluation
- Evaluation Methodology
- Findings and Discussion
- Recommendations
- Conclusion and lessons learned
- References
- Annex.

7. Proposed Timeframe

The End Line Evaluation will be expected to last a maximum of 6 weeks starting from 21 March 2021 and ending on 04 May 2021. Additional 10 days will be given to submit the final report after receiving the feedback on the draft report from IFRC and BDRCS. The following tentative timeframe will be applicable for the Evaluation:

- Inception report to be submitted to the BDRCS and IFRC by 28 March 2021.
- Desk work/secondary document review and preparation of data collection tools from 29 March to 07 April 2021
- Data collection (both quantitative and qualitative) at field level from 08 to 22 April 2021
- Debriefing/sharing draft report findings with IFRC and BDRCS on 28 May 2021
- Draft report submission 04 May 2021
- Submission of final evaluation report to IFRC after 10 days on receiving final feedbacks on Draft Report from IFRC and BDRCS.

Proposed Timeline of the Evaluation by Weekly Plan

Time Schedule	Activities	Deliverables
<i>First week</i>	<ul style="list-style-type: none"> ▪ Desktop study: review programme documentation, and related primary/secondary resources for the Evaluation ▪ Submission of detailed inception report 	<ul style="list-style-type: none"> ▪ Final inception report including methodology, and data collection tools etc. as mentioned earlier
<i>Second week</i>	<ul style="list-style-type: none"> ▪ Preparation and piloting of data collection tools 	<ul style="list-style-type: none"> ▪ Finalised Data Collection Tools

<i>Third week</i>	<ul style="list-style-type: none"> ▪ Data collection at the targeted communities according to the inception report 	<ul style="list-style-type: none"> ▪ Completed Survey and Data Collection from communities and stakeholders
<i>Fourth week</i>	<ul style="list-style-type: none"> ▪ Data collection at the target communities according to the inception report 	<ul style="list-style-type: none"> ▪ Completed Survey and Data Collection from communities and stakeholders
<i>Fifth week</i>	<ul style="list-style-type: none"> ▪ Prepare Draft Evaluation Report 	<ul style="list-style-type: none"> ▪ Draft Evaluation report
<i>Sixth week</i>	<ul style="list-style-type: none"> ▪ Debriefing with the IFRC and the BDRCS on initial findings, recommendations etc. ▪ Submission of Draft Evaluation Report ▪ Address feedbacks in the report where applicable 	<ul style="list-style-type: none"> ▪ Debriefing with the IFRC and the BDRCS/ Lessons Learnt Workshop
<i>Anytime in May 2021</i>	<ul style="list-style-type: none"> ▪ Revise and submit final Evaluation Report upon getting the feedbacks from IFRC and BDRCS 	<ul style="list-style-type: none"> ▪ Final Report of End Line Evaluation

8. Evaluation quality and ethical standards

The evaluators should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of the people and communities involved and to ensure that the evaluation is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards and applicable practices outlined in the IFRC Framework for Evaluation.

The IFRC evaluation standards are:

1. **Utility:** Evaluations must be useful and used.
2. **Feasibility:** Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner.
3. **Ethics & Legality:** Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
4. **Impartiality & Independence;** Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
5. **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.

6. **Accuracy:** Evaluations should be technical accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
7. **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
8. **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is expected that the evaluation will respect the seven Fundamental Principles of the Red Cross and Red Crescent: www.ifrc.org/what/values/principles/index.asp

9. Evaluation Management Team

An evaluation management team (EMT) will manage and oversee the evaluation and ensure that it upholds the IFRC Management Policy for Evaluation. The evaluation management team will consist of 3 members from BDRCS, 3 members from IFRC Bangladesh CO.

10. Evaluation Team and Qualifications

A lead evaluator/consultant/consultancy firm will facilitate the entire process of evaluation. IFRC and BDRCS programme team will assist the lead evaluator/consultant to conduct the entire evaluation process. The lead evaluator/consultant must have the following qualification:

- The individual consultant or lead evaluator of the consultancy firm may have post-Graduation University Degree in Social Sciences/Disaster Management/Anthropology/Development Studies etc.
- Demonstrated experience in conducting Mid-Term Review and End Line Evaluation specifically in the field of community resilience, disaster risk reduction and climate change
- Working experiences with RCRC Movement may get priority
- Strong knowledge on KoBo Toolbox for data collection
- Proven experiences in fieldwork, flood resilience and monitoring and evaluation
- Proven competence in managing quantitative data and statistical issues
- Proven track record of conducting qualitative research including the development of interview schedules and qualitative data analysis
- Excellent analytical and presentation skills
- Experience in providing to training local staff for field data collection
- Strong computer skills in spreadsheet, word processing, database management and statistical analysis software familiarity (SPSS, Stata, SaaS)
- Demonstrated capacity to work both independently and as part of a team
- Excellent writing and speaking in English skills are essential

- Excellent communication and report writing skills.

The consultant/consultancy firm will take all responsibilities to ensure that the End Line Evaluation is designed and conducted to respect and protect the rights and welfare of community people and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the Evaluation standards and specific, applicable process outlined in the IFRC Framework for Evaluation.

10. Application Procedures:

Interested local/international consultants or consultancy firm should submit a written proposal (Technical and Financial) with two samples of previous assessment/evaluation reports most similar to that described in this ToR (produced in English) through email with the subject line "End Term Evaluation of the Integrated Flood Resilience Programme" to bangladesh.delegation@ifrc.org by 20 January 2021.