

**Youth and Women Empowerment through Skill Development and
Social Enterprise for Marginal Communities in Bangladesh**
(hereafter Youth and Women Empowerment (YWE) project)

Terms of Reference (ToR) for Endline Evaluation

Version 09 March 2025

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END-TERM EVALUATION OF YOLUTH AND WOMEN EMPOWERMENT (YWE) PROJECT

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Summary

Project Title	Youth and Women Empowerment through Skill Development and Social Enterprise for marginal communities in Bangladesh
Project Impact Area	Resilient Livelihoods
Project Number	
Funding Agency	GSRD Foundation and ACF
Implementing Partners	ACF
Project Goal	Social and economic empowerment of marginal communities in Bangladesh.
Project Duration	30 months
Area	Sabrang union, Teknaf, Cox's Bazar
Target Groups	Direct Primary actors: <ul style="list-style-type: none">450 members from 15 youth clubs. 430 youth will receive skill training, especially girls and 300 HHs establish a livestock-focused social enterprise. Indirect Primary actors: <ul style="list-style-type: none">Family of the youth club members who will benefit from their increased skills and income.20,000 community people will be benefited through awareness of different rights such as education, health, right to information, and different social issues.
Type of Evaluation	End Line Evaluation

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1. Introduction

VSO is an international charity organization established in 1958 and has presence in 23 countries. Through volunteerism, VSO aims to build a fairer world free from poverty by bringing people to work together to share skills, co-create, learn to fulfil their potential. VSO's programming focuses in three practice areas namely Health, Resilient Livelihoods, and Inclusive Education.

Starting a business in rural Bangladesh is not easy. Vital in our project design is tackling the challenges faced by rural Bangladeshi entrepreneurs. The most important barriers are:

- Access to capital for business,
- Girls and people with disabilities (PWD) are often ignored in the development
- Lack of soft-skill development initiatives for women and youth,
- Beginners often lack essential business skills to scale up their business,
- There are no women and youth-friendly business centers,
- Beginners are not interested in going with traditional agro-based business

For women and girls, there are even more barriers to starting a successful business. Due to cultural limitations, women are not allowed to be employed outside of their homes or communities. Socially prescribed roles have limited women's access to economic resources such as capital, skills, and marketing know-how. During the current project, a study on women-friendly trades was carried out to identify businesses that women and girls can start with the approval of their community and family. In this new engagement, we will continue to support women in setting up their businesses so that they can have more economic power as well as personal strength and fulfillment to grow their businesses through a social enterprise model following the social enterprise concept, we are proposing livestock or cattle farming. The significant role of the government of Bangladesh ensures that they go all the way to encourage entrepreneurs to go into various kind of farming including cattle rearing. Cattle rearing is of course a thriving and profitable business because of the usefulness of beef and other products from cattle. People eat beef, drink their milk, and use their fur and skin. With cattle milk, cheese can be made, along with other dairy products. Beef fattening is indeed a large industry and is active in Bangladesh. There is not a single livestock farming company that has a dominant market share in the industry hence smaller cattle rearing businesses can successfully make profits. Cattle fattening for beef production have become an important business of the small farmer in Bangladesh. Our proposed cattle rearing social enterprise is going to be a standard one hence will be involved in the commercial breeding of cows, oxen, bulls, bullocks, steers, heifers, calf et al. We will also be involved in, breeding services, dairy support services, livestock health services, insurance, and shearing services as well. As per our proposed social enterprise model, we will promote share basis cattle rearing social enterprises. The project will select primary actors from youth households as per criteria especially women from households. The project provided skill training on livestock rearing and management. After training individual actors became self-help group members and received seed money through banking channels (refundable to SHGs) for cow rearing as per individual business plans. After a certain period, the profit margin will be distributed 75% to the primary actor and 25% will go to Apex body for community development initiatives and livestock insurance and medication.

1.1 Context

The world has been facing a critical employment crisis, especially intimidating for its young people, who represent half of the world's population and 40% of Bangladesh's total population. More than 13% of young people globally are out of work, an unemployment rate almost three times as high as that for adults. The problem is worst in low-income countries where only 28% of the labor force holds a stable wage-paying job. Many of these positions are unstable, unprotected, and low-paid, with access proving particularly difficult for young women.

In 2013, the pilot project started as there was the need to equip the large youth population of rural Bangladesh to meet the demands of the fast-changing job market. The agricultural wage rate in Rangpur is reported to be the lowest bracket in the country, at 39-60 taka per day (37-56 cents), highlighting an urgent need to diversify the income-generating skills of the youth in this region. In the project area, 57% of the people work as unskilled day laborers, resulting in little to no job security and underemployment. At the same time, women are not recognized as skilled workers in rural Bangladesh except a few women got an opportunity to work in the RMG sector in urban areas.

Rural women and youth find it extremely difficult to find a job or start a small business. They often spend a lot of money to apply for government positions or positions overseas. When this does not work, they move to the city of Dhaka where the conditions are often even worse as they must compete with a high number of others and end up living in an urban slum area.

According to the Bangladesh Institute of Development Studies, as well as the Bangladeshi Government, the development of the MSME (micro, small and medium-sized enterprises) sector is key in reducing rural poverty, income inequality, and regional disparity¹. About 60 to 65 percent of the SMEs are located outside of the metropolitan areas of Dhaka and Chittagong and SMEs are providing job opportunities to about 70 to 80 percent of the non-agricultural labor force². For those women and youth that have the entrepreneurial spirit, starting a business would be a valid option to find a way out of poverty.

1.2 Youth and Women Empowerment (YWE) Project

The YWE project focuses on the employment of youth and women from the Sabrang union of Teknaf upazila under Cox's Bazar. The project area has so many challenges like natural disaster, displacement of Rohingya citizen camp, route of drug paddling from Myanmar, Youth vulnerability to drug addiction, illiteracy and so on. Considering the mentioned issue and VSO experience in employment generation motivated to start the project at new area under Cox's Bazar. The broader goal of the project is, -marginalized women farmers and young people, their households, and communities exercise decision-making over productive resources to become more socially and economically resilient and contribute positively to addressing the socio-economic drivers leading to conflict between communities.

Specific objectives:

1. To scale up a sustainable model for marginalized youth and women through decent employment and social enterprises.
2. To develop youth as a change agent focusing on community development and rights.
3. To ensure access of marginal people in line departments and private actors.

A unique contribution to the project:

VSO's people-centered approach focuses on supporting people, their communities, and their organizations by increasing their ability to shape their own development. As an organization, VSO has a track record of supporting decent livelihoods for youth in a range of ways:

Empowering primary actors:

We support the most marginalized people to engage in available economic activities, create their own opportunities, and influence policies that affect them. Women and Youth are at the heart of programme design. VSO conducts contextual analyses so that our work builds upon their strengths and own aspirations to improve their ways of making a living.

Strengthening institutions:

The project will have improved the ability of institutions in civil society, government, and the private sector to listen and react to the needs of marginalized women and young people. By working closely with these primary actors, we support them meet their responsibilities to create an enabling environment for employment and enterprise and ensure inclusive, sustainable, and pro-poor growth strategies are in place.

Removal of barriers:

The project supports identifying and breaking down barriers that stop project primary actors and other marginalized groups from accessing a decent livelihood. Our work is designed in response to Gender and Social Inclusion analyses to identify and understand the systemic nature of these barriers and the broader issues relating to society, the market, and the state.

Pro-poor social and economic policies:

The project works with the government, private sector, and civil society to champion and enacts social and economic policies to create an environment conducive to decent employment and enterprise. The economic growth that these policies support must prioritize the needs of the most marginalized in society and leave no one behind. It must be environmentally sustainable and sensitive to our world's finite resources. VSO programmes are informed by policy and socio-political power analyses at national, regional, and local levels.

Access to services:

The project strengthens access to services including business development, business capital, TVET and life skill training, networking, and mentoring facilities. VSO recommends that programmes are built on an analysis of accessibility, quality, affordability, and relevance of service provision.

Informed choices:

We support people to understand where market demand lies, let them make informed choices about what activities and enterprise opportunities to pursue. This also allows people to better understand their training needs and options. VSO's programmes are informed by sector and value chain analyses that support identifying where jobs are available, and where small and medium enterprises can offer services or products that are in demand.

Understanding people's existing ways of accessing food and income:

Employment and enterprise opportunities created must not endanger people's existing ways

of accessing food and income. To ensure VSO does this effectively, our programmes are based on participatory livelihoods, food security, and environmental and climate adaptation analyses.

Project Outcomes:

1. 100% of women and youth completed skill-building training.
2. 95% of women and youth have access to start-up business capital.
3. 90% of women and youth accessed in decent employment.
4. 90% income increased at least BDT 8,000 per month.
5. 100% cattle covered by insurance and access to free treatment and vaccination.
6. 90% of youth completed skill-building training.
7. 100% of youth clubs performed at least 4 voluntary community development projects.
8. 95% of primary actors have access in Government line departments.

2. Endline Evaluation

2.1 Purpose and objectives

Purpose

The purpose of the end-term evaluation is to assess the overall performance, effectiveness, and sustainability of the youth and women empowerment project. This evaluation will provide insights into the project's achievements, challenges, and lessons learned, offering strategic recommendations for future programming in green entrepreneurship and youth employment initiatives.

Objectives

The evaluation aims to achieve the following

2.1.1 Assess Project Relevance & Coherence

- Determine the extent to which the project's objectives align with the needs of the target beneficiaries, particularly youth, women, and persons with disabilities in the waste management and green economy sectors.
- Evaluate how the project contributes to addressing youth unemployment and environmental conservation within the context of Bangladesh development priorities and global sustainable development goals (SDGs). Demonstrating how the project aligns with national priorities, such as addressing youth unemployment (SDG 8) and promoting environmental conservation (SDGs 12 and 13), in line with global sustainability goals.

2.1.2 Evaluate Project Effectiveness

- Measure the achievement of project outcomes, including the establishment of green youth-led start-ups, job creation, and waste recovery and value addition.
- Assess the effectiveness of the four-bucket strategy (Mobilize, Spark, Nurture, Link) in delivering the intended results.
- How effective was the Research & Learning Agenda (RLA) in the project?

2.1.3 Examine Efficiency

- Evaluate the efficiency of resource utilization, including financial, human, and material inputs, in achieving the project's outcomes.
- Assess the value for money of the project's interventions.

2.1.4 Assess Impact

- Analyze the short-term and long-term impacts of the project on the livelihoods of beneficiaries, particularly marginalized youth, women, and PWDs.
- Evaluate the environmental impact, including waste reduction and greenhouse gas emission savings.

2.1.5 Review Sustainability & Scalability

- Examine the sustainability of the established green youth-led start-ups and Youth Business Clubs.
- Examine the current and future opportunities (trends) that's exist or will exist for scaling this model
- Assess the potential for continued collaboration with private sector actors and the integration of project outcomes into local and national development strategies.

2.1.6 Identify Lessons Learned

- Highlight successful approaches and challenges encountered during implementation.
- Provide recommendations for scaling similar initiatives in Bangladesh and other contexts.

The findings from this evaluation will inform VSO, its partners, and stakeholders on the effectiveness of the youth and women empowerment project and guide future programming to maximize impact and sustainability in Youth entrepreneurship and women empowerment.

2.2 Scope

The end-term evaluation of the youth and women empowerment project will cover the following key dimensions:

1. Geographic Scope

The evaluation will focus on the project's implementation areas within Sabrang union, Teknaf upazila, Cox's Bazar, Bangladesh particularly regions where youth groups, model mother groups and apex group have been established.

2. Temporal Scope

The evaluation will assess the project's entire duration, from its inception in March 2025 to its conclusion in April 2025, capturing changes and progress over this period.

3. Thematic Scope

The evaluation will focus on the following thematic areas:

- **Youth volunteering:** The evaluation will assess the strength of youth volunteering. The YWE project developed 15 youth clubs by following V4D approach. The youth clubs are trained on voluntarism and leadership development that support youth in community development through voluntary development actions. The youth work under the project as change maker in the community and self-employment through TVET.
- **Model mother groups:** The evaluation will assess the model Mother Approach for homestead-based food production to improve household dietary diversity. There are 15 model mother groups with 300 marginal women. All of them will be trained on safe cropping, livestock management and fisheries. All the members access to capital to increase agricultural yield to improve nutrition in daily diets and increase income by selling additional products by the group members.
- **Skill building:** The assessment will find the effectiveness and efficiency of Technical and Vocational Education and Training (TVET) for the potential youth of the project. The potential youth will participate TVET and access to start up capitals. The total engagement will support to increase technical skill, confidence and access to start up capitals to grow business. The beginners will receive mentoring support by project staffs and VSO volunteers to grow business.
- **Youth Employment:** Evaluating the creation of decent jobs, particularly for marginalized youth, girls and women including persons with disabilities. A total of 462 youth and 300 women access to skill building trainings and start up capitals.
- **Women empowerment:** The assessment will examine the women empowerment through decision making process in family, groups, and communities. How women have ability to spend own income in the family and self-wellbeing.
- **Apex group:** The assessment will examine the effectiveness of apex group and how the apex group empower the women leadership and income generation through livestock rearing.

4. Stakeholder Scope

The evaluation will engage key stakeholders, including:

- Direct beneficiaries: Youth, women, and PWDs involved in Youth Clubs, model mother groups and Apex body.
- Partners: VSO, ACF Bangladesh
- Private sector actors: Non agro-based trainers.
- Government authorities: Upazila department of youth development, Upazila Agriculture Extension Office, Upazila Livestock office, Upazila Social welfare office, Upazila Nirbahi office.

5. Methodological Scope

The evaluation will adopt a mixed-methods approach, integrating qualitative and quantitative data collection methods to ensure comprehensive coverage of the project's outcomes and impacts.

This scope ensures that the evaluation comprehensively addresses the project's multi-faceted objectives, stakeholder involvement, and contributions to entrepreneurship and youth employment within the context of Bangladesh's circular economy.

The selected evaluator/consultant **MUST** submit a detailed **Evaluation Matrix**, mapping each evaluation question to data collection methods.

2.3 Evaluation Questions

The end-term evaluation of the YWE project will address the following key evaluation questions, organized around the project's objectives and expected outcomes. These questions will guide the assessment of the project's effectiveness, sustainability, and impact.

1. Relevance and Alignment with Context

- To what extent did the project's interventions align with the needs and priorities of youth and women in the target areas, particularly in terms of youth unemployment, nutrition, VSLA, environmental sustainability, and the circular economy?
- How effectively did the project integrate the voices of marginalized youth, women, and persons with disabilities to capture their needs and priorities in the design and implementation of activities?

2. Effectiveness of Interventions

- How successful was the project in building and strengthening youth-led start-ups?
- To what extent have the Youth Clubs increased peer support, leadership skills, and social capital among the youth involved?
- How effective was the blended learning approach in enhancing the technical and entrepreneurship skills of youth in the Agro and non- Agro based sector?
- What has been the impact of TVET/ skill building training and access to capital on the sustainability and growth of youth and women led businesses?
- How effective was model mother group and VSLA as the platform for learning, adaptation and practice improvement?
- To what extent have the youth-led businesses created decent jobs in line with the target of 462 jobs?
- How effective are the income KPI is BDT 8000 per person per month?

3. Impact on Employment and Livelihoods

- How many youth-led start-ups were established, and how many jobs were created, particularly for marginalized young people and women?
- What has been the impact of the project on the livelihoods of the youth, women, and persons with disabilities involved in the project?
- How many direct and indirect beneficiaries have gained sustainable employment or improved income as a result of the project?
- To what extent did the project contribute to the social & economic well-being of the targeted primary actors?

4. Private Sector and Market Linkages

- How effective was the private sector engagement strategy in linking youth-led businesses to markets and fostering market demand for business solutions?
- To what extent did the project establish sustainable partnerships with private sector

players, such as local entrepreneurs and stakeholders, to support youth-led start-ups?

5. Sustainability and Scalability

- How likely is the project's impact to be sustained after the end of the project, especially in terms of business growth, market linkages, and environmental benefits?
- What are the opportunities for scaling the project model to other regions in Bangladesh or other countries facing similar youth and women unemployment?
- What percentage of young and women entrepreneurs have successfully started and are operating their businesses within 6 months of training?

6. Lessons Learned and Best Practices

- What key lessons can be drawn from the project's design, implementation, and monitoring processes to inform similar projects in future?
- What are the best practices in promoting entrepreneurship, youth employment, and environmental sustainability in the context of a circular economy?

At inception phase, the questions can be refined and restructured jointly by the evaluation and project team guided by evaluation purpose and scope. Any changes thereon shall be documented and attached in the evaluation report.

2.4 Evaluation Design and Approach

The evaluation team/consultants will be expected to employ a mixed-methods, non-experimental approach to data collection and data analysis, including both quantitative and qualitative methods. In the technical proposal, evaluators will explain preferable choice of methods as well as data sources.

Potential approaches may include, but are not limited to:

- 2.4.1 Document review:** The document review will include a review of key national and regional peacebuilding and disaster management policy frameworks, project documents and reports.
- 2.4.2 Key informant interviews:** Key informants will include the YWE project leadership, regional/national and local level government officials. Key informants should be selected in such a way that they adequately cover different stakeholder groups, women and people with disabilities.
- 2.4.3 Focus group discussions:** As a means of triangulating other key information, FGDs with specific groups within the community (primary actors benefiting from implementation of YWE project including youth, women groups, and Apex Body).

2.4.4 Quantitative survey: Quantitative questionnaire may be administered to obtain standardized and objective information in relation to quantifiable indicators included in the evaluation framework. Also, this can be used to triangulating evidence when assessing relevance, effectiveness, and preliminary impact.

In the offer, the evaluation team should detail which evaluation approach and mix of methods they deem appropriate and feasible to answer all the evaluation questions. The evaluation will be guided by [OECD/DAC evaluation criteria](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf) ,https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf and VSO's evaluation guidelines¹, including [ethical guidelines](#), (Annex 8.3) . In addition, the offer should describe how a conflict sensitive and human rights-based approach will be applied in data collection, analysis and reporting, taking into account [VSO's social inclusion and gender position](#).

The proposed evaluation design and approach submitted will be reviewed by the Evaluation Steering Committee and discussed with the contracted evaluator at inception phase.

2.5 Evaluation deliverables

The following deliverables are expected from the consultant:

- a) Inception meeting – finalize methodology, data collection process and timelines.
- b) Evaluation Inception Report including detailed evaluation plan (outline - annex 1)
- c) Field data collection, management and analysis
- d) Draft evaluation report for review and input by VSO & Partners
- e) Presentation of the key preliminary findings to VSO and the implementing partners
- f) Final Evaluation Report (Outline in annex 2)
- g) A standalone Executive Summary
- h) A standalone Summative PPT
- i) Raw and cleaned Evaluation datasets (in specified formats | TBD)

The consultant bears the responsibility of ensuring quality of return of all final deliverables.

3. Evaluation Workplan

The consultancy for the endline evaluation of the *YWE project* is expected to take 40 days within a two-month period, starting on 20th March 2025 and concluding by 30th April 2025. The following table outlines the indicative timeframes for key deliverables under the consultancy.

Task	Deliverable	Estimated No. of Days
Prepare an inception report	Inception report & field plan	1
Design Sampling Strategy	Sample Design and strategy for approval	1
Participate in inception meeting	Inception meeting	1
Develop and review, adaptation, and translation of data collection tools	Final Data Collection Tools	1
Digitization of data collection on a digital platform (Kobo)	Data collection link	1
Selection and Training of Enumerators at project sites	Training manual/Slides & Trained Enumerators	3
Data collection	Raw datasets	10
Data management and analysis	Preliminary findings	3
Preparation of draft evaluation report	Draft Evaluation Report	4
Facilitate results' sense-making, validation, and dissemination meetings	Presentation	1
Preparation of the Evaluation Report	Final Evaluation Report, Final data sets	4
Total Estimated Days		30

Note: VSO will require at least **10 days of review time** for the induction and draft evaluation report.

Bidders are expected to outline their work plan, including milestones, within their proposal. Exact dates and timelines will be finalized during the inception phase of the evaluation.

Total duration: **40 days (March- April 2025)** – strictly within the given timelines

4. Evaluation Management

An Evaluation Steering Committee group comprising of VSO global team and YWE Project Manager representatives with leadership of Project Implementation Lead (PIL) will be constituted for purposes of evaluation governance and management. The evaluation steering group will ensure appropriate implementation of the evaluation and guide the quality of the methodological approaches. This steering group will also be responsible for reviewing and approving the draft and final evaluation reports with associated annexures.

The evaluation team will work with and report to the VSO Bangladesh Projects Manager and MEL officer. This liaison person will assist with linking evaluators to individuals and project teams in Sabrang Union, Teknaf, under Cox’s Bazar district. It is expected that the evaluation team will conduct visits to project sites and will engage with a range of primary actors, key stakeholders, partners, and volunteers. The project teams from VSO and Implementing partners (ACF) will assist with providing contact information for all identified respondents and necessary introductions.

The selected organization or evaluation team will provide a written update to VSO on the progress of the evaluation upon delivery of outlined deliverables (2.4) and in accordance with approved workplan at the inception phase. This update will indicate progress against milestones, risks and mitigation strategies. Any challenges being experienced at field level need to be reported to the identified liaison person as soon as possible to ensure that alternative arrangements can be made if necessary. It is expected that the selected Organisation will work with project teams to build their understanding of the evaluation process and leverage on existing capacities without compromising the integrity and independence of the evaluation process.

The following table outlines the specific roles and responsibilities of the consultant and VSO upon award of the consultancy for endline evaluation. Through guidance of the PIL, the roles and responsibilities for VSO will be allocated to the evaluation steering committee and the project teams accordingly.

The Consultant(s)	VSO
<ul style="list-style-type: none"> a. Desk review of YWE project documents and related reports including relevant documentation available publicly. b. Revision of drafted Endline data collection tools c. Submission of a comprehensive inception report detailing the endline evaluation design and approach, quality assurance and ethical considerations, work plan with documents annexed. d. Provide leadership in recruitment and training of research assistants including the conduct of fieldwork (data collection and management processes). e. Preparation of draft endline evaluation report f. Presentation of preliminary findings to W2W project team g. Preparation and submission of final Endline report and a dashboard complete with all indicator benchmarks. <p>Adherence to VSO's values and policies</p>	<ul style="list-style-type: none"> a. Provide relevant project documents. b. Participate in the review of the drafted tools. c. Provide feedback and input to the process of adjusting the evaluation design, timeframe. d. Support in field visitation e. Support to mobilize of target primary actors and project stakeholders f. Provide supportive supervision to the consultant and the research team throughout the engagement period. g. Review draft evaluation report and provide feedback to evaluation team.

The Evaluation Steering Committee and Evaluation Team including YWE project team members supporting the evaluation will be required to operate within the ethical standards and guiding principles for evaluation, including ensuring impartiality and independence.

5. Evaluator(s) Qualifications

The evaluator(s) selected must demonstrate a strong combination of relevant expertise, experience, and skills to ensure high-quality, objective, and credible findings. Below are the qualifications and criteria required for the evaluation consultant(s):

5.1 General Qualifications

Educational Background

The evaluator(s) should hold at least a master's degree in a relevant field, such as: Monitoring and Evaluation (M&E), Environmental Studies, Social Sciences (e.g., Sociology, Development Studies, or Economics), Business Administration with a focus on entrepreneurship or sustainable business development.

Experience

- At least **5-8 years** of professional experience in **conducting evaluations**, preferably in projects related to youth employment, green economy, waste management, or entrepreneurship.
- Demonstrated experience in **endline evaluations** or **impact assessments** of large-scale, multi-partner development projects.
- Specific experience working with **youth** and **marginalized groups** (such as waste pickers or women in the informal economy) is highly desirable.
- Experience in **quantitative and qualitative research methods**, including data collection, analysis, and reporting.
- Familiarity with **descent** standards and **circular economy** concepts is highly preferred.

Skills

- Strong knowledge and experience in designing and implementing **M&E frameworks** and evaluation methodologies.
- Expertise in **data analysis tools** such as SPSS, Stata, NVIVO, or other statistical and qualitative analysis software.
- Ability to develop and adapt **data collection tools** (surveys, interview guides, etc.), and ensure their relevance and suitability for the target audience (including waste pickers with low literacy levels).
- Ability to engage with diverse stakeholders, including **youth entrepreneurs, private sector partners, NGOs, and local authorities**, and to incorporate their perspectives into the evaluation process.
- Fluency in **English** is required. Proficiency in **English** or **local languages** (bangla) will be an added advantage for conducting interviews with local youth and waste pickers.

5.2 Specific Skills and Expertise

5.2.1 Knowledge of the Green and Circular Economy The evaluator should have a strong understanding of the green economy and circular economy principles, particularly in relation to waste management, sustainable entrepreneurship, Sustainable Waste Management Act, and youth employment. Experience evaluating projects that promote **entrepreneurship** is a significant asset.

5.2.2 Expertise in Youth Employment and Development The evaluator should have demonstrated expertise in evaluating youth employment programs, especially those targeting vulnerable youth and marginalized groups. Experience with **youth-led businesses, capacity building, and entrepreneurship** will be valuable for assessing the project's impact on young people.

5.2.3 Understanding of Social Inclusion The evaluator should have experience working with **marginalized groups**, such as youth, women, and other vulnerable youth, and be familiar with the challenges these groups face in accessing livelihoods, skill, and business opportunities. Knowledge of **gender equality** issues and experience in evaluating gender-responsive interventions is essential.

5.2.4 Experience with Impact Evaluation

The evaluator(s) should have hands-on experience in designing and conducting impact evaluations, including conducting **baseline, midline, and endline evaluations**. Familiarity with techniques for assessing **sustainability, scalability, and replicability** of youth-led businesses or social enterprises will be essential.

5.2.5 Stakeholder Engagement and Participatory Approaches

The evaluator should be skilled in applying **participatory evaluation methods** to ensure active engagement from all relevant stakeholders (youth, business owners, local government, partners). Experience in facilitating focus group discussions, key informant interviews, and workshops will be important for gathering both quantitative and qualitative data.

5.3 Evaluation Methodology Expertise

- The evaluator should have proven ability to **develop and implement a robust evaluation methodology** that aligns with the objectives of the *YWE project*, covering both the **outcomes and impact** of the interventions.
- The evaluator should have experience in designing **sampling strategies** for diverse populations, ensuring that the sample is representative of the target groups (youth in the waste sector, marginalized communities, etc.).
- The evaluator must have expertise in **digital data collection tools** (e.g., Kobo, ODK) to ensure efficient and reliable data collection, particularly in remote or underserved areas.

5.4 Personal Attributes

- **Strong Analytical Skills:** The evaluator must possess excellent analytical skills to assess complex data, draw meaningful conclusions, and provide actionable recommendations.
- **Communication Skills:** The evaluator must be able to present findings clearly and effectively, both in writing (e.g., reports) and verbally (e.g., presentations to

stakeholders).

- **Cultural Sensitivity and Ethical Conduct:** The evaluator must demonstrate cultural sensitivity and uphold the highest ethical standards in data collection, ensuring that participants' rights and confidentiality are respected throughout the evaluation process.
- **Adaptability:** The evaluator should be adaptable and able to adjust to the evolving needs of the project and stakeholders during the course of the evaluation.

5.5 Additional Requirements

- **Knowledge of Bangladesh Context:** Knowledge of the Bangladesh's socio-economic context, particularly in relation to youth unemployment, informal sector work, and the green economy, is highly desirable.
- **Experience with Donor-Funded Projects:** Familiarity with the standards and expectations of donor agencies such as the **GSRD Foundation** is a plus, particularly in terms of adhering to their reporting requirements and timelines.
- The evaluator(s) must demonstrate the ability to work collaboratively with VSO, ACF, and the donor while ensuring an independent, unbiased evaluation process.
- Consultants expressing interest in this evaluation should not have been involved in either the design or implementation of the YWE project.
- In submitting the capability statement, the bidding consultants will be required to outline how gender balance has been observed in constituting their evaluation team.
- As part of the recruitment process, applicants are required to provide two references from previous employers and undergo a police background check.

6. Specifications for the Submission of Offers

6.1 Submission of proposals

Interested consultant(s) are required to send their proposals by 20/03/2025. In submitting the bid, the following attachments will be required.

- 1) A capability statement detailing suitability for the assignment with the profile of the Consultants (s) and team members who will be involved in the execution of this Endline evaluation (**Maximum 3 pages, excluding CVs of team members**)
- 2) Detailed technical proposal on the methodology, including evaluation matrix, tools, approaches, potential limitations, and challenges and how they will be addressed (**Maximum 10 pages, excluding annexes**)
- 3) Timeline and work plan for the evaluation, including key milestones.
- 4) A detailed financial/budget proposal setting out personnel costs with corresponding fee rate per working day, level of effort and operational project costs (including VAT where appropriate) (**Maximum 3 pages**).
- 5) Proposed payment schedule against milestones (if it deviates from the payment schedule outlined in section 7)
- 6) Evidence of similar assignments done within the past 24 months and references 2 examples of previous similar work
- 7) Name and contact of two independent referees.

6.2 Application Procedure

Qualified individuals are invited to submit their applications through the VSO recruitment system by **uploading a single PDF document** via the designated link. The application must include all the documents specified in Section 6.1: Submission of Proposals.

All applications must be submitted by the close of business on **20/03/2025**.

6.3 Award Criteria

Bids received will be scored against the following criteria:

Criteria	Weighting	Total
Technical proposal		80%
<i>Understanding of the Terms of Reference</i>	15%	
<i>Evaluation capacity and expertise of the lead consultant(s) and team members</i>	15%	
<i>Appropriateness of the proposed methodology (relevance, rigor, practicality)</i>	30%	
<i>Quality of planning of human resources and work organization</i>	10%	
<i>Samples of previous work (coherence, clarity, relevance)</i>	10%	
Financial proposal	20%	20%
Total		100

7. Payment Modalities

The consultant(s) are required to submit a detailed financial proposal factoring in applicable statutory deductions (taxes). Payments will be made in three tranches: thirty percent of the contract amount will be paid upon submission of the inception report, forty percent of the amount on presentation of the first draft of the report, and the remaining thirty percent of the contract sum will be paid after submission of the final report. A breakdown is presented below.

Evaluation deliverable	Payment upon receipt
Approval of the inception report	30%
Presentation of the first draft report	40%
Submission and approval of the final report	30%

8. Annexes

The following links to project documents and guidelines (annexed below) are available for the consultant's reference.

Annex 8.1: Online information

- [VSO Bangladesh Website](#)

Annex 8.2: Inception Report Outline

The inception report should be structured as follows:

1. Background, Purpose and Objectives
2. Evaluation Design and Approach
 - 2.1. Methodology and Methods
 - 2.2. Evaluation Matrix
 - 2.3. Data Collection Instruments
 - 2.4. Data Analysis
 - 2.5. Limitations, Risks and Mitigation Measures
3. Quality Assurance and Ethical Considerations
4. Workplan
5. Annexes

Annex 8.3: Evaluation Report Outline

The evaluation report should be structured as follows:

1. Executive Summary
2. Introduction
3. Background and Context Analysis
4. Evaluation Design and Approach
 - 4.1. Methodological Approach
 - 4.2. Data Collection and Analysis Tools
 - 4.3. Limitations, Risks and Mitigation Measures
5. Findings
6. Conclusions
7. Challenges, Lessons and Recommendations
8. Annexes
 - 8.1 Results Assessment Form
 - 8.2 Presentation of evidence along the assessment grid per evaluation question
 - 8.3 Instruments for data collection
 - 8.4 List of Interview Partners (anonymized)
 - 8.5 Bibliography
 - 8.6 Evaluation ToR
 - 8.7 Action photos and quotes from primary actors, volunteers, and partners to showcase outcomes and impact.
 - 8.8 Additional annexes as deemed useful.