

TERM OF REFERENCE

External Final Evaluation of the Project: “Strengthening Social Cohesion and Civil Society Capacity Within the Cox's Bazar District of Bangladesh”

Commissioned by: IOM Cox's Bazar, Bangladesh

Evaluation Manager: Head of Humanitarian Assistance and Operations, IOM Cox's Bazar

1. Evaluation context

The International Organization for Migration (IOM), established in 1951, is the leading UN organization in the field of migration. IOM works to ensure the humane and orderly management of migration, promote international cooperation on migration issues, assist in the search for practical solutions to migration problems, and provide humanitarian assistance to migrants in need. In Cox's Bazar, IOM's involvement in the Host Communities and Rohingya response includes the provision of Shelter and Camp Management and Camp Coordination (S-CCCM), alternative fuel (LPG), Protection, Health, MHPSS, WASH, Livelihoods and Social Cohesion, Disaster Risk Management, Needs and Population Monitoring (NPM) and Coordination.

Widespread violence occurred in Myanmar in August 2017, forcing hundreds of thousands of Rohingya individuals to seek refuge in the Cox's Bazar district of Bangladesh. This population surge brought about numerous challenges, including food shortages, water and sanitation issues, inadequate shelter, healthcare concerns, environmental degradation, scarcity of cooking fuel, rising local market prices, deforestation, and more. Additionally, it also impacted the livelihoods of local communities. Since then, various humanitarian actors have been engaged in a range of humanitarian assistance and development-driven activities aimed at promoting social cohesion and socioeconomic growth for Rohingya Refugees and host community populations affected by the crisis.

To address these challenges, IOM with funding from Global Affairs Canada (GAC), has been implementing the project in Cox' Bazar from 25 March 2022 to 31 March 2025. The objective of this project is to 'Contribute to community-driven, gender-responsive, market-oriented socio-economic- development of the Cox's Bazar district that promotes social cohesion and civil society capacity in host communities and strengthens community-based approaches in the camps'. This intervention aims to strengthen social cohesion and civil society in Cox's Bazar by addressing vulnerable households' needs, building local organizations' capacity, and enhancing service delivery. Inside camps, the focus is on boosting civil society through representation and community-based protection. The project also seeks to improve humanitarian-development coordination within the ISCG (Inter Sector Coordination Group) by establishing a Development Coordination function.

IOM supported community-driven infrastructure projects in 18 underserved unions of Cox's Bazar, enhancing services like street lighting, irrigation, and dam reinforcement while promoting livelihoods through business training and market linkages. Grants and guidance were provided to foster sustainable businesses with high employment potential.

To empower local NGOs, IOM strengthened five organizations in governance, accountability, and project management, preparing them for community-led development. The ISCG improved coordination among government, UN, and humanitarian actors, centralizing resources and data.

In Rohingya camps, IOM reinforced community protection, offering life-skills training and self-reliance initiatives for women and adolescent girls. Women's groups received training on protection pathways and emergency preparedness, supported by a volunteer network providing psychological first aid and outreach for vulnerable populations.

The project linked camp-based committees with Site Management, focusing on diverse community groups, including youth, women, and older persons, while supporting and strengthening four Ideas Box Spaces and 28 Ideas Cubes to

train and mentor youth in human-centred design (HCD). The youth implemented 60 micro-community projects utilizing HCD methodology.

Through these interventions, the project is expected to deliver the following three outcomes: -

Outcome 1: Local communities of Cox's Bazar benefit from community-based development and small-scale infrastructure projects that increase safe access and economic benefits.

Outcome 2: Communities in Cox's Bazar benefit from strengthened coordination mechanisms dedicated to development-driven interventions.

Outcome 3: Rohingya refugees benefit from camp-based, localized and representative community structures that are linked to the larger humanitarian service delivery and from community-based protection mechanisms.

The project aligns with both national and global priorities, including human rights, the Sustainable Development Goals (SDGs), disaster risk management, climate change, gender equality, and environmental sustainability.

2. Evaluation Purpose and Objective:

The evaluation is being conducted for learning and accountability. The primary objective of the final evaluation is to assess the project's performance (by examining its relevance, effectiveness, efficiency, sustainability, coherence, accountability, and impact on intended beneficiaries) and progress made in the implementation period, as well as to identify challenges encountered, good practices and lessons learned, in relation to the project's contribution to the objectives and results. The evaluation will also measure the key objective and outcome indicators, which will be shared after finalizing the agreement with the evaluator.

To inform future similar programming, the evaluation will collate the analysis and analyse challenges, opportunities, best and promising practices together with lessons learned. The evaluation will therefore broadly serve both accountability for results and learning objectives.

The evaluation results and key findings will be shared internally within IOM (IOM senior management, project management), donor - Global Affairs Canada (GAC), and relevant stakeholders to provide information for future project development, programming, and integration into existing strategies and interventions.

3. Evaluation scope

The final evaluation will cover the entire project implementation period, from 25 March 2022 to 31 March 2025, and will be conducted by an external evaluator.¹ Within the final quarter of the project period (February - April 2025). The evaluation will cover all project activities implemented in 17 Rohingya Camps under IOM Area of Responsibility (AoR), and Host Communities across 6 Upazilas (Chakaria, Cox's Bazar Sadar, Kutubdia, Moheshkhali, Teknaf, Ukhiya) in Cox's Bazar. The evaluation will assess the effectiveness of the implementation strategies and project results, and analyse how community-based development initiatives, infrastructure projects, and coordination mechanisms have contributed to enhanced economic benefits, improved safe access to services, and development-driven collaboration among stakeholders. The evaluator will also evaluate the impact of localized and inclusive community structures and protection mechanisms on improving humanitarian service delivery for Rohingya refugees.

During the evaluation process, the evaluator will consider the key cross-cutting themes such as gender integration, Accountability to Affected Persons (AAP), environment, and human rights-based approach. The evaluation will seek to identify significant lessons learned and best practices that can inform and improve future project implementations. Any relevant good practices and lessons derived from the analysis will be outlined.

¹ In this Terms of Reference (ToR), the term 'Evaluator' covers the consulting firms.

4. Evaluation criteria

Objective, Outcomes, Outputs and Activities of the project will be measured against the ALNAP, OECD/DAC's criteria of evaluation: Relevance/, Effectiveness, Efficiency, Coherence, Impact, Sustainability, including IOM's crossing-cutting themes in Gender mainstreaming, Right -based approach programming and Sustainability of the project results.

5. Evaluation questions

The evaluation will focus on assessing the quality of project performance based on the criteria described below. A final list of evaluation questions and sub-questions will be presented in the inception report delivered by the evaluator. The questions listed below are indicative and represent what should be explored during the evaluation process.

Criteria	Evaluation Guiding Questions
Relevance/ Appropriateness	To what extent does the intervention address the identified needs and priorities of the target population? How appropriate was the project design in considering the cultural, economic, social, and environmental context of the target area? How well does the intervention align with the policies, strategies, and priorities of IOM, local government, and other key stakeholders?
Effectiveness	Has the intervention achieved its objective and outcomes? Have community-based development initiatives, infrastructure projects, and coordination mechanisms contributed to enhanced economic benefits, improved safe access to services, and development-driven collaboration among stakeholders? Are the target beneficiaries being reached as expected? What factors have influenced the achievement and/or prevented beneficiaries and project partners from accessing the results/services/products?
Efficiency and Cost Effectiveness	Were the project activities undertaken and outputs delivered on time? How well are the resources (funds, expertise, and time) being used and cost-effective? Was the different resource allocation appropriate?
Coherence:	To what extent does the intervention align with other programmes carried out by IOM and/ or other partners? Are other actors involved in the same type of activities? To what extent are these activities complementary to IOM activities and harmonize with other actors (e.g., government, NGOs) How consistent is the intervention with broader policies, including, Global humanitarian policies?
Coordination	How is the operational coordination being done between the organization, community, Government, and stakeholders to avoid gaps/overlaps?
Impact	Which positive/negative and intended/unintended effects are being produced by the project? What is the impact of localized and inclusive community structures and protection mechanisms on improving humanitarian service delivery for Rohingya refugees? Does the impact come from the project activities, from external factors or both? Did the project take timely measures to mitigate any unplanned negative impacts?
Sustainability	To what extent are the programme's activities connected to longer-term development concerns? What measures did the project and stakeholders put in place to ensure sustainability beyond the project's end? Are the programme's benefits going to be maintained for an extended period after assistance ends?
Cross-cutting issues	To what extent do the interventions advance the enjoyment of human rights by relevant rightsholders and gender equality and empowerment of women and girls? What are the gender equality results and objectives that have been achieved? Were gender mainstreaming principles adhered to by the project across the partners? Was the theory of change and results framework informed by analysis of gender equality, and human rights?

IOM Cross cutting themes: Gender Mainstreaming and Right-based approach programming are to be addressed on how the project is incorporated in the design and implementation.

6. Evaluation methodology

The evaluator will develop and present a detailed plan outlining their approach and methodology to achieve the evaluation's purpose and objectives while addressing the evaluation questions. This plan will be finalized in collaboration with the evaluation manager during the inception phase. At a minimum, the proposed methodology should include:

- Review of project documents (including proposals, narrative and financial reports, work plans, monitoring data, budget and project deliverables, etc.), along with relevant project-related materials (home-based, desk study).
- Quantitative data collection and FGDs (number of FGDs should be conducted with different components like infra, livelihoods' beneficiaries and groups) with beneficiaries.
- Key informant interviews with the project staff, government authorities (RRRC, Camp CiC, implementing partners, local NGOs/ CSOs,
- Project implementation process observation at selected sites.
- The below individuals can be interviewed to evaluate the project:
 - Head of Humanitarian Assistance and Operations
 - Programme Managers and Officers SoCo, SMSD, Protection SCU
 - Implementing Partners' programme manager
 - Local authorities – DC, UNO, and related Project Advisory Committee members (TBD)
- It is expected that data collection will be conducted in person in Cox's Bazar in different areas mentioned in the evaluation scope of this ToR.

7. Ethics, norms and standards for evaluation

The evaluation should strictly follow the ethics, norms, and standards of evaluation and be conducted in line with IOM Data Protection principles. IOM abides by the UNEG norms and standards and expects all evaluation stakeholders to be familiar with the ethical conduct guidelines of UNEG and the evaluator(s) with the UNEG codes of conduct as well.

8. Evaluation deliverables

The Consultancy service is expected to produce the below deliverables:

- Inception report, with detailed methodology, refined evaluation questions and sub-questions, evaluation matrix, data collection tools (quantitative, qualitative, and KII), and a comprehensive work plan.
- First draft evaluation report (in English) using the provided format for comments/ feedback (report should adequately answer the evaluation questions and views of the different actors/stakeholders as well as the beneficiaries.)
- Final evaluation report (main body within 35 pages)
- Evaluation brief (according to the template)
- The consulting firm will arrange a learning-sharing event and share the lessons learned with the evaluation report. The consultancy firm will invite the DC, respective UNOs, Government Officials, IOM officials, partners and other stakeholders (not more than 50 persons). The event should be organized in any reputed venue in Cox's Bazar, and the consultancy firm will bear the cost of the event, including the honorarium for the Govt officials. The consultancy firm will also publish the printed report and share it with the participants. Besides the learning sharing event, several other meetings may need to be conducted with the project staff, stakeholders, and donor.
- Management response matrix, partially filled out (template will be provided by IOM)
- A PPT presentation on the evaluation findings. The presentation will be used in the future.

9. Specifications of roles

The evaluator will be responsible for adjusting the methodology and creating a shared agreement of the evaluation approach and protocol; designing the various collection tools; carrying out data collection and analysis; and developing a draft and submission of inception and final evaluation reports together with the accompanying documents.

The evaluator will work closely with the evaluation management team comprising the Head of Humanitarian Assistance and Operations with the support of Programme Managers and the National Monitoring & Evaluation Officer (NM&EO). The Programme Support Unit (PSU) will provide technical and administrative support for the evaluation.

10. Evaluation Workplan

The duration of the evaluation will **take 10 weeks and should be completed by 30 May 2025**. The evaluator is expected to start the evaluation as soon as possible upon signing the contract with IOM. The evaluator will revise the work plan as per convenience.

Activity	Responsible party	Number of days	Timing
Inception meeting to clarify TOR (discuss evaluation approach, theories, and activities of the evaluation)	IOM and evaluator	1	Week 1
Desk review and preparation for Inception Report.	Evaluator	5	Week 1-2
Presentation of Inception Report (IR) presentation	Evaluator	1	Week 2
Incorporating feedback on IR	Evaluator	2	Week 2
Development and review of Data collection tools	IOM and Evaluator	6	Week 2-3
Field data collection and analysis	Evaluator	15	Week 4-6
Report writing	Evaluator	10	Week 6-8
Presentation of preliminary findings to the evaluation management team for fact correction	Evaluator	1	Week 9
Incorporation of comments and produce the first draft of the report	Evaluator	4	Week 9
Second draft, incorporating IOM comments	Evaluator	4	Week 10
Presentation of the final draft	Evaluator	1	Week 10
Arrange a learning sharing event.	Evaluator	1	Week 10
Final report submission	Evaluator	2	Week 10

11. Evaluation budget

The evaluator is expected to submit a detailed breakdown of costs, including consultancy fees, technical and non-technical staff costs, travel expenses, Daily Subsistence Allowance (DSA), field activities, enumerators' fees, and other relevant expenses.

12. Selection process:

Overall bids will be evaluated based on technical and financial proposals demonstrating value for money and strong technical description.

Technical proposal Evaluation

Administratively compliant bids will be evaluated according to the following technical criteria:

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Technical Evaluation Criteria	Value
Quality of the proposal	Maximum 35 points
Provided that the work plan is clear and has realistic deadlines, the proposed timeframes will be evaluated as following: 1: 2 months –5 points, 2: Up to 2.5 months – 4 points; 3: Up to 3 months – 3 points	0-5
Sound methodology, demonstrated understanding of the requested deliverables, all components of the ToR are sufficiently addressed and considered (evaluation criteria, sampling frame, methodology, area coverage, and so on)	0-20
Style, language, sophistication, and presentation	0-10
Expertise and access	Maximum 35 points
Demonstrated experience in conducting similar assessments, including the quality and relevance of submitted work samples	0-10
Knowledge and understanding of livelihoods and economic recovery programming for refugees, including host populations. The bid includes a quality assurance plan	0-15
Knowledge of the local context in Cox's bazar and the Rohingya response and the target areas in particular, including legal framework and operational environment for businesses and enterprises; familiarity with and access to relevant stakeholders	0-10
Qualifications and references	Maximum 30 points
Advanced university degree in economics, entrepreneurship, international development, or other fields relevant to the consultancy The consulting firm clearly mentioned the team members' responsibilities and attached their CVs	0-10
5-8 years of professional experience in Muli sectoral projects. The consulting firm should have at least 5 years of experience in Muli sectoral project evaluation	0-10
Two positive references related to relevant work previously conducted	0-10
TOTAL	0-100

- A minimum passing score for technical evaluation will be 65 out of 100.
- The total score of the technical proposal will be adjusted to a weighted score of 70.
- Ratio of technical/financial evaluation is 70/30.

Financial proposal Evaluation

Bidders who pass the technical proposal evaluation will be evaluated for their financial proposals. A maximum score of 30 points will be given to the bidder with the lowest financial proposal. All other candidates will receive points in proportion to the lowest.

13. Payment schedule

Payment will be made in two instalments: 30% upon submission of the inception report and the remaining 70% will be paid upon acceptance of the final report. Under any circumstances, payment will be made to the evaluator other than the contracted amount.

14. Evaluator's Qualifications and Experiences:

This consultancy is open locally and internationally for non-IOM staff. Any evaluation firms are welcome to apply. The successful consulting firm must have the following qualifications and experience:

- The Lead evaluator; must have an advanced degree in relevant fields (master's degree and above in International Development; Public Administration; Economics, Social Sciences; monitoring and evaluation; social statistics and other relevant fields.
- Minimum of 8 years of relevant professional experience as an evaluator (of Livelihoods, Site management and Site development and Protection programmes) with international organisations such as NGOs, and UN agencies in an Asia humanitarian context;
- Good knowledge and experience in developing and implementing gender-sensitive survey methodologies will be highly considered;
- The Lead evaluator must have extensive expertise in evaluations of complex programmes.
- Working experience in Rohingya Refugee camps and Host Communities in Cox's Bazar, and or previous experience on similar assignments will be an added advantage;
- Proven skills and experience in quantitative and qualitative data collection and writing of related
- technical and analytical reports;
- Expertise in gender-responsive evaluation methodologies;
- Demonstrated expertise in performing value-for-money assessments, and utilizing various efficiency-enhancing methodologies for humanitarian and programmatic initiatives;
- Strong conceptual, analytical and communication skills.
- The following are desirable:
 - Familiarity with the humanitarian Rohingya response and Cox's Bazar local context
 - Proficiency in Bangla and Rohingya dialogue

15. Submission of application

Interested consulting firm should submit their proposal (both technical and financial proposal) not exceeding 20 pages. Proposals should outline the proposed methodology and list of tools to conduct the evaluation, a short bio of the main evaluator, and any other individual to be involved in the evaluation directly or indirectly demonstrating their suitability against the requirements above.

It would be advantageous if a list of similar or other evaluations conducted in the past are provided to support your application with references. Share samples of work done such as documents or links to evaluation reports to support your bid. The financial proposal should have a suggested tentative time frame, a clear calculation of daily fees and other expenditures and a sum total of your bid. The budget should be presented in US Dollars. Candidates who demonstrate the ability to deliver quality work within reasonable time and cost will be highly considered.

Full proposal to be submitted to IOMCxBprocure@iom.int by **8 March 2025**. Only shortlisted applicants will be contacted. A potential conflict of interest should be declared. IOM reserves the right not to accept any proposal submitted
