



## Terms of Reference (TOR)

### for Hiring Firm for conducting Final Evaluation of Sustainable Solutions to Solid Waste Management (SWM) Project

**Project Name:** Sustainable Solutions to Solid Waste Management (SWM)  
**Duration:** 60 working days over a period of 3 months (1 April – 30 June 2022)  
**Location:** Teknaf and Ukhia, Cox's Bazar, Bangladesh

#### 1. Background/Rationale:

As a result of the Rohingya refugee influx to Bangladesh, the population of two Upazilas (sub-district) of Ukhia and Teknaf in the southern part of Cox's Bazar has risen to around 1.5 million people. This has strongly contributed to existing health and environment challenges, including underfunded and under resourced Solid Waste Management (SWM) services.

UNDP with funding from the Swedish International Development Agency (SIDA) started implementing a project titled Sustainable Solutions to Solid Waste Management (SWM). This project is a response to the Rohingya crisis in Bangladesh and the pressing SWM needs both in the host communities and refugee camps.

By establishing basic SWM services of waste collection and changing the perception and the way waste is managed, the project is targeting the protection of women and children, the prevention of diseases, as well as the promotion of hygiene and proper sanitary standards. This project is being implemented in the host communities within five unions in Ukhia and Teknaf, and in the refugee camps, for a three-year implementation phase, and extended for 10 more months up to June 2022.

#### **Project objective:**

Improved environment, recycling, health, water quality, sanitation, livelihoods, and human dignity in areas of Cox's Bazar District affected by the Rohingya crisis.

#### **Project outcomes:**

1. Developing Waste Management Systems: Vulnerable households from refugee and host communities have enhanced access to appropriate waste management services and infrastructure, and live in a cleaner, healthier and more humane conditions.
2. Changing Behaviours and Attitudes: Local waste management behaviours and practices reformed to be more environmentally and health conscious, to promote a sustainable change in how waste in the affected regions is created, stored and managed.

**With the aim to evaluate the project intervention and identify lessons learned, UNDP is searching for a firm to conduct the Final Project Evaluation.**

PROJECT INFORMATION	
<b>Project title</b>	Sustainable Solutions to Solid Waste
<b>Atlas ID</b>	00112436
<b>Corporate outcome and output</b>	CPD Output 2.1: More people in Bangladesh, especially the most vulnerable and marginalized, have increased capacities, knowledge, and skills to adopt sustainable consumption behaviors and lead in climate action. SP OUTPUT 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods
<b>Country</b>	Bangladesh
<b>Region</b>	RBAP
<b>Date project document signed</b>	29/03/2022
<b>Project dates</b>	<b>Start:</b>
	01/10/2018
	<b>End:</b>
	31/12/2022
<b>Project budget</b>	5,030,815 USD
<b>Project expenditure at the time of evaluation</b>	4,569,783 USD
<b>Funding source</b>	Swedish Embassy
<b>Implementing party</b>	UNDP

#### Working Area/Geographical coverage:

The study area comprehends 4 Unions of 2 Upazilas, Teknaf Municipality, as well as 34 refugee camps, 8 in Teknaf and 27 in Ukhia Upazila, under Cox's Bazar as described in the below table:

Name of Upazila	Number of Unions/Camps/ Municipality	Names
Ukhia	2	Raja Palong and Palong Khali
Teknaf	4	Nhilla, Whykong, Baharchara UP, and Teknaf Municipality
Teknaf Refugee camps	8	Camp number 21, 22, 23, 24, 25, 26, 27, Nayapara RC.
Ukhia Refugee camps	26	Camp 1 to Camp 20 Ex.
<b>Total locations</b>	<b>40</b>	

Key stakeholders:

- Promoters: SIDA and UNDP
- Key informants engaged in the project:

District and Local Government representatives	Number
DPHE: Cox's Bazar, Teknaf and Ukhia Upazila	3
DoE Cox's Bazar	1

District and Local Government representatives	Number
Upazila Government: Teknaf (1) and Ukhia (1)	2
Unions Parishad: Raja Palong, Palong Khali, Whykong, Nhila and Baharchara	5
Teknaf Municipality representatives (1)	1
WATSAN Committee: Upazila (2) and Municipality (1) and Union level (5)	8
Cooperative Department Officers: Teknaf and Ukhia Upazila	2
RRRC	1
<b>Beneficiaries</b>	
Household representatives	4,089
Shop owners	4,643
Scrap Dealers Association	2
Associated Scrap Dealers	30
Feriwallas	200
Cash for workers (active)	160
Cash for workers supervisors (active)	30
<b>Implementing Partners</b>	
BRAC team in Cox's Bazar, Teknaf and Ukhia	25
Practical action team in Teknaf and Ukhia	25
SMEP IOM	1
<b>ISCG/Sectors/UN Agencies/INGOs/NGOs</b>	
ISCG	
WASH Sector and Hygiene Promotion Technical Working Group	2
WASH Sector in Host communities: Teknaf and Ukhia	2
Swiss Red Cross / Bangladesh Red Cross	2
<b>Firms/Vendors</b>	
Garbageman	1
Individual Consultants	5

## 2. Evaluation Purpose, Objectives and Scope:

### Purpose:

The evaluation is aimed to assess the progress of the SWM project to date, the performance and achievements of the project and the validity of its overall approach and quality; and provide recommendations for adjustment and lessons learned that will inform the development of the next phase. The evaluation also places particular emphasis to evaluate the extent to which the project has contributed to balancing gender, protecting the environment, and strengthening governance.

### Specific Objectives:

The specific objectives of the study are:

1. To assess the extent to which SWM Project has contributed to addressing the needs and problems identified during the project design.
2. To measure the extent to which the project interventions have contributed to achieving the outcomes of the project.
3. To assess challenges and opportunities (including external factors/environment/COVID-19 pandemic) that have facilitated and/or hampered progress in achieving the intended outcome of the project.

4. To assess the effectiveness and efficiency of the project in influencing and contributing solid waste management system and how would this be sustained beyond the end of this project.
5. To assess the extent to which gender and environmental approaches of the project have made changes for the intended beneficiaries and area of intervention.
6. To identify causes of success and/or failure, extract lessons learned and recommendations for the way forward.

The evaluation employs OECD evaluation criteria (Relevance, Efficiency, Effectiveness, Impact, Sustainability, and Coherence).

The final evaluation aims at critically reviewing and identifying what has worked well in the project, what challenges have been faced, what lessons have been learned to improve future programming. The evaluation will also generate knowledge for wider uses, assess the scope for scaling up the current project, and serve as a quality assurance tool for both upward and downward accountability.

The evaluation should provide credible, useful, evidence-based information that enables timely incorporation of its findings, recommendations and lessons into the decision-making processes of UNDP and key stakeholders.

#### **Scope of Evaluation:**

This final evaluation covers the SWM project implementation from September 2018 to August 2021 and an extended period up to June 2022.

#### **Utilization:**

The primary users of the evaluation results will be UNDP, but the evaluation results will equally be useful to relevant GoB Ministries/Local government, development partners, and donors.

UNDP will consider all useful findings, conclusions, and recommendations from the evaluation, prepare a systematic management response for each recommendation and implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

### **3. Evaluation Criteria and Key Guiding Questions:**

As part of the evaluation, the firm needs to address evaluation questions. As part of the evaluation, the consultants need to address evaluation questions and develop the mid-term evaluation matrix. This evaluation matrix should include key evaluation questions, evaluation sub-questions, indicators, sources of information, and methodology. The following evaluation questions in light of the SWM Project are key but not limited to:

Key Evaluation criteria <sup>1</sup>	Key questions
Relevance:	The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change

<sup>1</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

	<ul style="list-style-type: none"> <li>• To what extent the design of project as well as the implementation approach/ methodology is relevant to the current Bangladesh context, including both national and local conditions of the project intervention areas?</li> <li>• To what extent the project was adequate to the needs of the population?</li> <li>• To what extent the activities and outputs of the program are consistent with the overall goal and the attainment of its objectives?</li> <li>• To what extent the theory of change (TOC) and assumptions supported the project implementation?</li> </ul>
Coherence	<p>The compatibility of the intervention with other interventions in a country, sector or institution.</p> <ul style="list-style-type: none"> <li>• To what extent do other interventions (including policies) support or undermine the intervention and vice versa? It includes internal coherence and external coherence among the projects in the intervention area.</li> <li>• To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?</li> <li>• Could the project succeed/fail if other programmes or support-systems falter?</li> </ul>
Effectiveness	<p>The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.</p> <ul style="list-style-type: none"> <li>• To what extent were the project outcomes and outputs achieved? Were the activities implemented enough and well adapted to the context?</li> <li>• In which areas does the project have the most significant achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?</li> <li>• In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?</li> <li>• Are there significant unintended outcomes of the project?</li> </ul>
Efficiency	<p>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p> <ul style="list-style-type: none"> <li>• To what extent have the UNDP project implementation strategy and execution been timely, efficient and cost-effective?</li> <li>• To what extent has there been an economic use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?</li> <li>• To what extent do the Monitoring &amp; Evaluation (M&amp;E) systems utilized by UNDP ensure effective and efficient project management?</li> <li>• Did the project leverage other operating programmes &amp; projects in the host community and camp area?</li> </ul>
Impact	<p>The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.</p> <ul style="list-style-type: none"> <li>• What is the attributable impact of the project on reducing environmental impacts and health hazards caused by waste?</li> </ul>

	<ul style="list-style-type: none"> <li>• What is the attributable impact of the project on the perception of the population/humanitarian actors towards waste?</li> <li>• What is the attributable impact of the project on the development of the recycling sector?</li> <li>• Is there any positive/ negative change in target beneficiaries, their communities, and duty bearers as a result of the projects? How many were to benefit?</li> </ul>
Sustainability	<p>The extent to which the net benefits of the intervention continue or are likely to continue (social, economic, financial, environmental and institutional).</p> <ul style="list-style-type: none"> <li>• To what extent will financial and economic resources be available to sustain the benefits achieved by the project?</li> <li>• Do the legal frameworks, policies, and governance structures, and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits?</li> <li>• What is the risk to ensure the level of stakeholders' ownership will be sufficient to sustain the project benefits?</li> <li>• To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, women's empowerment, human rights, and human development?</li> </ul>
Environment sustainability	<p>The extent to which environmental sustainability has been mainstreamed in all phases of the project cycle.</p> <ul style="list-style-type: none"> <li>• Did the project identify environmental issues linked to SWM activities?</li> <li>• Did the project implementation activities mainstream the environment during the intervention?</li> <li>• What is the attributable impact of the project to ensure environmental sustainability of Cox's Bazar?</li> </ul>
Governance	<p>The extent to which governance has been promoted and considered - how power is exercised, how decisions are taken on issues of public and often private concern, and how citizens or other stakeholders have their say – to ensure the level of awareness, ownership and accountability of the project interventions.</p> <ul style="list-style-type: none"> <li>• Did the project contribute to strengthening the SWM governance system in the area of intervention?</li> <li>• To which extent does the SWM governance contribute to the better development of SWM systems in the area of intervention?</li> </ul>
Lessons learned	<ul style="list-style-type: none"> <li>• What are the lessons that the projects have had learned so far?</li> <li>• What are the challenges that the projects have faced during their implementation?</li> <li>• What measures have already been taken to mitigate those challenges?</li> </ul>
Way forward	<ul style="list-style-type: none"> <li>• Have any good practices, success stories, or transferable examples been identified? Please describe and document them.</li> <li>• Based on the achievements to date, provide forward-looking programmatic recommendations.</li> </ul>

The evaluation covers the following questions in relation to gender equality and human rights:

Cross-cutting issue	Key questions
Gender & Child protection	<p>The extent to which gender and child protection have been mainstreamed in all phases of the project cycle.</p> <ul style="list-style-type: none"> <li>• To what extent have gender equality and women's empowerment been addressed in the design, implementation, and monitoring of the project?</li> <li>• To what extent has the project promoted positive changes in gender equality and the empowerment of women and child protection? Were there any unintended effects?</li> </ul>
Human Rights	<ul style="list-style-type: none"> <li>• To what extent have poor, vulnerable, and physically challenged women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?</li> </ul>

#### 4. Evaluation Methodology and Approach:

##### 5.1. Proposed Methodology

The selected firm shall adopt mixed methodologies, including Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and Household (HH) survey (if considered). The firm shall also conduct a desk- review of relevant project documents such as project proposals, Implementation Manual, project progress reports, etc to respond to specific evaluation questions.

The bidders are requested to propose the appropriate number of FGDs and KIIs to be conducted per geographical area in the proposal. FGD and KIIs also require semi-structured questionnaires and/or checklists to make the data collection process as structured as possible.

Use of online-based data collection tools (i.e. web-based household questionnaires/data collection apps) is highly encouraged, in case the firm has already had the tablets and any other necessary equipment which can be used for this evaluation.

The data collection process should be participatory engaging senior government officials, implementing and donor partners, project concerns, key stakeholders and a wide cross-section of staff and beneficiaries incorporating a gender equity approach.

The firm is expected to conduct quantitative analysis using statistical software. Other qualitative data collected through KIIs and FGDs will also be analysed extensively to provide a picture of the project's impacts. Data and evidence will be triangulated to a large extent to address evaluation questions.

The current situation of the COVID-19 crisis in the country needs to be considered when proposing data collection tools. The bidders are expected to propose alternative means of data collection as viable options. Particularly, if the COVID-19 crisis continues at the time of data collection, FGDs might be difficult due to concerns about exposure to risk against social distancing. If the situation does not allow, there is an option to incorporate in-depth qualitative-based questions into the household survey questionnaires instead of conducting FGDs. The detailed methods will be decided in consultation with UNDP during the inception phase.

The selected firm is requested to identify 3-5 case studies to look into the qualitative changes in beneficiaries and key stakeholders made by the project. Details will be discussed during the inception phase and data collection phase. Case studies need to be elaborated in the evaluation report together with infographic and photo.

Based on the proposal and discussions with the UNDP team and stakeholders, evaluators will further detail methodologies in the inception report, including 1) overall evaluation study strategies, 2) detailed work plan, 3) Evaluation matrix, 4) data collection methodologies & protocols (including detailed plans of FGDs and KIIs), 5) data quality control methods, 6) data analysis methodologies, and 7) gender analysis plan. The final methodological approach including interview scheduling, field visits and data to be used in the evaluation should be clearly outlined in the inception report.

Final decisions about the specific design and methods for the evaluation will be made through consultation among the SWM, UNDP, other key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions, given limitations of budget, time and data. The details need to be fully discussed and agreed upon between UNDP, stakeholders and the consultants.

### **5.2. Available Data Source:**

For the study, the evaluation team is expected to collect relevant information from the Project Document, Annual Work Plans, Financial reports, Event database, M&E plan, periodic progress reports, donor reports, policy documents, produced IEC/BCC materials, facts sheets, case studies, meeting minutes, study reports, baseline report, and any other relevant documents.

### **5.3. Gender and Human Rights-based Approach:**

As part of the requirement, the evaluation must include assessing the extent to which the design, implementation, and results of the project have incorporated a gender equality perspective (questions/issues related to gender equality are discussed in the previous section) and rights-based approach. The evaluators are requested to review UNEG's Guidance on 'Integrating Human Rights and Gender Equality in Evaluation<sup>2</sup>' before initiating this assignment.

In addition, the methodology used in the programme evaluation, including data collection and analysis methods, should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of evaluation from which findings are consolidated to make recommendations and identify lessons learned for the project's enhanced gender-responsive and rights-based approach.

## **5. Scope of work**

Under this assignment, the selected consultancy will be based in Cox's Bazar to accomplish the activities and meet deliverable targets mentioned in this TOR. The successful organization will

---

<sup>2</sup> UNEG's Guidance on 'Integrating Human Rights and Gender Equality in Evaluation  
[http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=980](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980)



coordinate with UNDP and the Project Implementing Partners to proper support in collecting the necessary data and understanding of the project.

The evaluation will be conducted by reviewing documents, collecting data and information from different sources, analysing the progress, issues and challenges, and providing inputs in drafting the report. Specifically, the firm will have the following roles and responsibilities:

- Gathering and review of relevant documents
- Design the Evaluation process including methodologies and data collection instruments
- Conduct field visits in selected Upazilas and unions and conduct interviews with the selected target group, partners and stakeholders
- Facilitate stakeholders' discussion and focus groups to collect, collate and synthesise information (national and city level)
- Analyse the data and support the team leader in preparing a draft report as per division of work among the team
- Assist the team leader in finalising the report and sharing it with stakeholders

The UNDP/SWM and relevant stakeholders will then give their written comments for incorporation in the final report after submitting the draft report. The team leader should be available to discuss findings with management before the presentation of the draft report. The final report (MS Word format) and clean data (excel/SPSS) on a flash drive should be presented within 2 weeks of getting the comments on the draft report.

The evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/Evaluation Report Template and Quality Standards (Page 56-60) of Section 4/ Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)<sup>3</sup>. The draft report will be reviewed by the CCP, UNDP, and GAC. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidence.

The evaluation report will be quality assessed by UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 9-13) of the UNDP Evaluation Guidelines<sup>4</sup>. The evaluators consider it carefully while drafting the evaluation report.

Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders, and the consultants.

<b>Scope</b>
<ul style="list-style-type: none"><li>• <b>Inception report</b></li><li>• <b>Field data collection tools</b></li></ul>

<sup>3</sup> Evaluation Report Template and Quality Standards of UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use, available at <http://web.undp.org/evaluation/guideline/index.shtml>

<sup>4</sup> Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at <http://web.undp.org/evaluation/guideline/index.shtml>

Inception report and detailed methodologies notes, including 1) overall evaluation study strategies, 2) detailed work plan, 3) evaluation matrix, 4) sampling strategies, 5) data collection methodologies & protocols, 6) data quality control methods, 7) data analysis methodologies, and 8) gender assessment plan

- **Preliminary report.**

- **Draft report**
- **Final report**

The final report will include a set of data collection tools, including survey questionnaires, checklists, and survey protocols in English and Bangla. A Softcopy of all collected data, including cleaned datasets. The Evaluation report will be in English, including case studies and audit trail, as well as the final PPT presentation.

## 6. Evaluation Products (Deliverables):

The Evaluator/s should submit the following deliverables:

- Inception report (10-15 pages) detailing the proposed Workplan, Methodology, Evaluation Matrix, and Data Collection Tools;
- Draft Evaluation Report (40-60 pages including Executive Summary excluding annex);
- PowerPoint Presentation on key Evaluation findings;
- Final Evaluation Report within stipulated timeline incorporating feedback from the concerned parties.

The main deliverables of this assignment are:

S.N	Activities / Description	Targets	No. of Working Days Required
1.	<b>Task 1 - Inception Report.</b> This report will include the key scope of work, the evaluation questions, proposed methods of data collection and analysis approach, source of data and work plan, which shall be submitted during the first week (5 days) of the assignment. The inception report should include the coordination and mode of engagement of team members. Develop a time-bound work plan. Organize an inception meeting with UNDP, SWM project and M&E team to finalize evaluation framework and methodologies. Submit final inception report and obtain approval from UNDP, including detailed methodologies.	01 Inception report	5 days
2.	<b>Task 2. Desk review and Data collection tools development.</b> The firm will conduct a comprehensive desk review of key project documentation and prepare the data collection tools and protocols to respond to all the evaluation questions. (i.e., survey questionnaires, checklist, survey protocols, data quality assurance	01 Inception report Annex	5 days

S.N	Activities / Description	Targets	No. of Working Days Required
	mechanism). Tools will be presented, tested and finalized including the feedback for the field testing.		
3.	<b>Task 3 – Field data collection/ Preliminary report.</b> The firm will provide training to onboard enumerators on data collection tools and methods; Collect data from the agreed sources using agreed tools and methods; Conduct data quality assurance; Data entry into the software; Data processing; Conduct data analysis. Triangulate/ analyze findings from desk review, stakeholders’ interviews, and KIIs. Debrief key findings to the UNDP and the stakeholders (meetings/field visits/interviews agenda, etc., including the dates, locations, participants – names, designation, sex, age - the preliminary results of the evaluation, challenges during the data collection, information gaps, and other relevant information.	01 Field data preliminary report	15 days
4.	<b>Task 4 – Draft Report and Validation meeting.</b> The firm will analyze the data collected to respond to the evaluation questions and outline the key results, conclusions, recommendations, and lessons learned; Draft the evaluation report, and Organize a sharing meeting for UNDP and relevant stakeholders.	01 Draft report	15 days
5.	<b>Task 5. Final report</b> The firm will incorporate feedback and comments from UNDP and stakeholders. Submit the final report to UNDP together with other deliverables. Prepare a summary report and PPT presentation.	01 Final report	20 days

## 7. Evaluation Ethics:

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’<sup>5</sup>. The firm must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. Signed ‘Pledge of Ethical Conduct in Evaluation of the United Nations System’ needs to be attached in the Annex of the final evaluation report. A template can be downloaded from the link below on the footnote<sup>6</sup>. The evaluation team may refer to UNDP’s Dispute and wrongdoing resolution process and contact details<sup>7</sup> (Annex 3 (page 55) of Section 4: Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)).

<sup>5</sup> UNEG, ‘Ethical Guidelines for Evaluation’, June 2020. Available at <http://www.uneval.org/document/detail/2866>

<sup>6</sup> ‘Pledge of Ethical Conduct in Evaluation of the United Nations System’. Available at <http://uneval.org/document/detail/2866>

<sup>7</sup> UNDP Evaluation dispute resolution process, UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use. Available at <http://web.undp.org/evaluation/guideline/index.shtml>

## 8. Institutional Arrangement:

The firm will independently conduct the evaluation but shall take necessary assistance from CCP and UNDP. The Deputy Resident Representative (DRR) and Head of Sub Office-UNDP Cox's Bazar Crisis Response Office, UNDP Bangladesh, will be responsible for managing the evaluation throughout the entire process. Under the supervision of the DRR and HoSO (Cox's Bazar), the concerned Programme Manager and M&E Focal Point of UNDP Bangladesh will provide the necessary oversight and quality assurance throughout the evaluation process and deliverables. The CCP team led by the Project manager and the Monitoring and Evaluation Specialist (Cox's Bazar) will provide the necessary support to manage the evaluation process on a daily basis. The consultant will also seek technical guidance from M&E Focal Point at UNDP Bangladesh Country Office. The evaluation report needs to be cleared by the M&E Focal Point at UNDP Bangladesh Country Office and approved by the Deputy Resident Representative, UNDP Bangladesh, and RBM/ M&E focal point, UNDP Bangkok Regional Hub.

## 9. Evaluation Team Composition and Required Competencies:

Prior to the technical evaluation, all proposals will be screened based on the minimum eligibility criteria mentioned below:

- I. **Minimum 3 (three) years of experience** on external program or project evaluations in the humanitarian or development sector.
- II. **Experience in conducting of minimum 3 (Three) similar type of evaluation services** in the field of **humanitarian or development sector in the last 3 years**. Submit the profile which should not exceed fifteen pages including any printed brochure relevant to the services being procured.
- III. **Proven legal status of the organization and ability to submit related documents** (i.e. updated registration/licenses, tax payment certificate, other related/alternative documents or certificates (e.g. latest audit reports).
- IV. **Proven financial strength**. To submit the latest audited Financial Statements (two years)- income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.
- V. **Written self-declaration** that the organization is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN ineligibility List (As per Annex IV);

### Minimum Qualifications and experience of the Key personnel of Consultancy/ Institution / Research Center:

S.N.	Position	Number	Educational Qualifications	Experiences
1	Team Leader	1	Minimum Master's degree in Economist / Architect / Environmentalist / Engineer/ Urban or	7-year experience providing services to UN, INGOs, Government on program/project management within the humanitarian and/or development sector.

			rural planner/ Other relevant field.	At least 3 experiences of providing services to UN, INGOs, Government on program/project on the Solid Waste Management (CV to be submitted).
2	National researcher	1	Minimum Master's degree in Economist / Sociologist / Environmentalist / Engineer/ Urban or rural planner/ Other relevant field.	5-year experience in research/ project evaluation/PRA approach within the development or humanitarian sector. Experience in SWM/WASH will be preferred. At least conducted 2 project evaluations on WASH within the humanitarian or development sector (CV to be submitted).
3	Information management specialist	1	Statistics/ Qualitative Science/  Geo Informatics/ Social Science/ MIS/ Other relevant field.	2-year experience in Qualitative, Quantitative data analysis with Geospatial data visualization experiences. Mobile-based data collection experiences and Knowledge & skills of data management and data analysis on SPSS, STATA, and MS-ACCESS/other MIS software development also needed (CV to be submitted).
<p><b>Note:</b> If other positions are required, please provide justifications. Experience on services/research implemented in Cox's Bazar District will be preferred. Team leader and National Researcher skill sets should comprise among both team members.</p>				

**Special Note:**

- Personnel of the proposing firm should have no involvement in the design and implementation of the SWM project. Any individual of the selected firm who had prior involvement in the design and implementation of the SWM project or those directly or indirectly related to the SWM project are not eligible for this consultancy to avoid conflict of interests.
- Firms that do not meet the above eligibility criteria shall not be considered for further evaluation. Necessary documentation must be submitted to substantiate the above eligibility criteria.

All the key personnel must possess the below competencies.

**Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace,
- Understanding between peoples and nations, tolerance, integrity, respect, and impartiality;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.

**Functional Competencies:**

- Demonstrates openness to change, flexibility, and ability to manage complexities;

- Proven strong written, analytical, and communication skills.

## 10. Application Submission Process and Criteria for Selection:

### 11.1 Scope of Price Proposal and Schedule of Payments

The Proposal amount should not exit the total budget	Geographical coverage
For Cox's Bazar districts	40 locations (5 Unions, 1 Municipality and 34 refugee camps)

Schedule of Payments: For completing above mentioned activities and deliverables/outputs, the selected organization will receive the payments in the following installments subject to the achievements of targeted deliverables or milestones.

% Payment	Deliverables	Timeline (Tentative)
1 <sup>st</sup> payment: 20% of the total amount	Upon submission and acceptance of: (i) Inception report (after 5 days of the assignment)	By 15 April 2022.
2 <sup>nd</sup> payment: 50% of the total amount	(ii) Preliminary report.	By 1 June 2022.
3 <sup>rd</sup> payment: 30% of the total amount	(iii) Draft comprehensive report (iii) Final Evaluation Report	By 30 June 2022.

### 11.2 Recommended Presentation of the proposal and required annexes to the ToR

Interested Consultancy must submit the following documentation:

A detailed proposal made up of documentation to demonstrate the qualifications of the prospective organization, to enable appraisal of competing bids. The proposal is expected to be in English and shows how the organization will deliver the services outlined in the TOR together with an overall budget. The proposal should include at minimum the following information:

- Technical Proposal  
Section 1: Eligibility and Capacity/Expertise of Consultancy/Start-up/Research center.  
Section 2: Methodology, Approach and Implementation Plan (from project inception till project closing).  
Section 3: Team structure, Capacity of Key Personnel and Task distribution of each member.
- Financial Proposal template: Cost breakdown as per the given template should be provided.  
Section 4. The Financial Proposal shall specify a total delivery amount in BDT (including personnel, field visits and surveys, equipment, fairs, fees and all associated costs i.e. travel cost, subsistence per diems, printing costs, overheard charges).  
Section 5. In order to assist UNDP in the comparison of financial proposals, the financial proposal will include a breakdown of this amount, disclosing the key assumption employed in costing the working.
- Self-Declaration

- General Terms and Conditions
- Specification for Items to be procured if any

### 11.3 Evaluation Criteria:

Prior to the technical evaluation, all proposals will be screened based on the minimum required qualification criteria mentioned above:

The eligible proposals will be evaluated based on the following methodology:

Cumulative analysis: The proposals will be evaluated through the Cumulative Analysis method. When using the weighted scoring method, the award of the contract will be made to the proposer whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

**1. Technical Evaluation – 70% (Maximum points obtainable – 70)**

**2. Financial Evaluation – 30% (Maximum points obtainable – 30)**

#### Technical Proposal (70%)

- Expertise of the Firm**
- Management Structure and Qualification of Key Personnel**
- Methodology proposed in the technical proposal**

\*\*Only Proposals obtaining a minimum of 70% marks i.e. 49 points in the Technical evaluation would be considered for Financial evaluation.

#### Technical Evaluation - 70% (Maximum point obtainable – 70)

SL #	Criteria of Technical & Financial Proposal Evaluation	Weight against total points/ score
<b>1</b>	<b>Capacity/Expertise of the firm</b>	<b>35%</b>
1.1.	Experience on external program or project evaluations in the humanitarian or development sector.	20%
1.2	Experience of conducting similar type of evaluation services_in the field of humanitarian or development sector in last 3 years.	10%
1.3	Client profile to work with UN agency or bilateral donor or Local Government..	5%
<b>2</b>	<b>Expertise of Key personnel</b>	<b>20%</b>
2.1	Team Leader’s overall experience and expertise	12%
2.2	Experience and quality of the National Researcher.	5%
2.3	Experience and quality of the Information Management Specialist.	3%
<b>3</b>	<b>Methodology proposed in the technical proposal</b>	<b>15%</b>
3.1	Proposed work plan, timeline, methodology, area coverage, way of involvement with local community and related to this Terms of Reference	10%
3.2	Proposed staffing and work plan with detailed staff engagement schedule (time distribution, roles, etc.)	5%

4.	<b>Financial proposal</b>	<b>30%</b>
	<b>Total</b>	<b>100%</b>

UNDP will disburse the funds as per achievement of deliverables mentioned in the ToR, subject to certification/ verification by the Project Manager, SWM in Cox's Bazar through review of financial statements, progress reports, monitoring findings, compliance adherence and other substances related to the Project implementation (except the first installment). UNDP will disburse the first installment upon submission and acceptance of the methodology and work plan.

## 11. Contact

The primary contact of this partnership will be the focal person assigned by UNDP Cox's Bazar office.

### Responsibilities of the contractor regarding cost component

To produce deliverables stipulated in the ToR, the contractor/firm will bear all necessary cost relating to required fees of the assignment, logistics, accommodation, food, report preparation, printing and also the cost of the office premises for themselves.

### Responsibilities of the UNDP regarding cost component

UNDP will only pay the Lump Sum cost for this assignment mentioned in the contract.

### Identification of risk and risk mitigation plan

Some risks have been identified by the project which may affect the delivery of the outputs as stipulated in this ToR. The project has identified a few mitigation options to address those risks described below:

- Quality of the Outputs: In order to ensure the quality of outputs/deliverables up to the expected level, the project and UNDP can seek volunteer support from advisors/media personnel who have experience in producing video documentaries to check the quality of the outputs/deliverables produced by the firm/company.
- Clear Understanding: Clear understanding among professionals of the firm/company about this assignment could be one of the potential risks. To mitigate this risk, the project will organize a briefing session with the selected professionals of the firm/company to clarify the objectives and outputs of this assignment.

## 12. Approval:



**Name:** Van Nguyen

**Designation:** Deputy Resident Representative, UNDP Bangladesh

**Date:** 27 January 2022



## Annex 1. Project Outcome/ Output/ Activity

<b>OUTPUTS/ACTIVITIES PROGRESS</b>				
	<b>Description</b>	<b>Initial date</b>	<b>Status</b>	<b>Actual date of completion</b>
<b>Outcome 1</b>	<b>Developing Waste Management Systems.</b>			
<b>Output 1.1</b>	<b>Quick impact waste removal project</b>			
<b>Activity 1.1.1</b>	Initial assessment	Jan. 2019	Completed	March. 2019
<b>Activity 1.1.2</b>	Preparing the cleaning campaign	Sept. 2019	Completed	January 2021
<b>Activity 1.1.3</b>	Cleaning campaign – on land and drains.	Oct. 2019	Completed	January 2021
<b>Activity 1.1.4</b>	Recovery of materials	May. 2019	Completed	January 2021
<b>Output 1.2</b>	<b>Basic waste management system</b>			
<b>Activity 1.2.1</b>	Preparation- Design the operation in each location	Juny. 2019	Completed	January 2021
<b>Activity 1.2.2</b>	Distributing Waste Bins	June. 2019	Completed	
<b>Activity 1.2.3</b>	Maintain Rehabilitated Areas	June. 2019	Ongoing	
<b>Activity 1.2.4</b>	Regular Waste Transport	June. 2019	Ongoing	
<b>Activity 1.2.5</b>	Improved waste disposal site/construction of new SW small facilities	June. 2019	Ongoing	
<b>Output 1.3</b>	<b>Construction of SW facilities</b>			
<b>Activity 1.3.1</b>	Feasibility Study, Design and Monitoring of Construction	March. 2019	Ongoing	
<b>Activity 1.3.2</b>	Conduct IEE for short/small SW facilities and EIA for the long-term facility.	July. 2019	Ongoing	
<b>Activity 1.3.3</b>	Construction of SWM facilities and long term RMF/landfill	January. 2020	Ongoing	
<b>Activity 1.3.4</b>	Partner Identification for ownership of SWM infrastructures and maintenance (and land identification).	Feb. 2020	Ongoing	
<b>Outcome 2</b>	<b>Behaviour change and attitudes</b>			
<b>Output 2.1</b>	<b>Recycling and livelihoods development activities</b>			
<b>Activity 2.1.1</b>	Conduct a Recycling Value Change Analysis study	31 Oct. 2018	Completed	January. 2019

<b>OUTPUTS/ACTIVITIES PROGRESS</b>				
	<b>Description</b>	<b>Initial date</b>	<b>Status</b>	<b>Actual date of completion</b>
<b>Activity 2.1.2</b>	Registration system for recycling enterprises and groups (Recognition)	Sept. 2019	Completed	
<b>Activity 2.1.3</b>	Provide initial capital outlay and mentoring to the existing and start-up business (grants, training and technical support).	Sept. 2019	Ongoing	
<b>Activity 2.1.4</b>	Contribute to reduce the barriers/transaction costs that can impair profit.	January. 2020	Ongoing	
<b>Activity 2.1.5</b>	Overall coordination to establish recycling activities and expand to other locations.	Sept. 2019	Ongoing	
<b>Output 2.2</b>	<b>Strengthened local government engagement and enhanced capacity within key functions</b>			
<b>Act. 2.2.1</b>	Assessment Period (gaps in capacity, key stakeholders and build partnerships)	30 Nov.2018	Completed	
<b>Act. 2.2.2</b>	Mentoring for Government Administrators - Providing training /information / field visits /exchanging sessions.	Sept.2019	Ongoing	
<b>Act 2.2.3</b>	Model Developed	June.2019	Completed	
<b>Act 2.2.4</b>	Plan developed	Jul.2021	Ongoing	
<b>Act 2.2.5</b>	Sustainability and Long-Term Handover	Jul.2021	Ongoing	
<b>Act 2.2.6</b>	Integration Across the District	Jul.2021	Ongoing	
<b>Output 2.3</b>	<b>Household engagement for improved segregation and recycling of solid waste</b>			
<b>Activity 2.3.1</b>	Household Organization and Training	June.2019	Completed	
<b>Activity 2.3.2</b>	Non-Organic Waste: Segregating and Recycling at Source	June.2019	Ongoing	
<b>Activity 2.3.3</b>	Organic Waste: Household and Community Composting	June.2019	Ongoing	
<b>Output 2.4</b>	<b>"3Rs" awareness campaign (reduce, reuse, recycle)</b>			
<b>Activity 2.4.1</b>	Education campaign	Dec.2019	Ongoing	
<b>Activity 2.4.2</b>	Bins in Public Places	April. 2020	Ongoing	
<b>Activity 2.4.2</b>	Radio/Tv campaign.	Jan.2020	Ongoing	
<b>Activity 2.4.2</b>	Local consultation.	Jan.2020	Ongoing	
<b>Activity 2.4.2</b>	Cooperation with other agencies	Sept.2019	Ongoing	

<b>OUTPUTS/ACTIVITIES PROGRESS</b>				
	<b>Description</b>	<b>Initial date</b>	<b>Status</b>	<b>Actual date of completion</b>
<b>Output 2.5</b>	<b>Contingency planning</b>			
<b>Activity 2.5.1</b>	Support to the Rohingya ISCG and partners to plan for solid waste management in daily operations and in the case of an emergency	Oct. 2018	Ongoing	
<b>Activity 2.5.2</b>	Identify emergency dumpsites to accommodate possible disaster debris and hazardous/medical waste In cooperation with the Government	May. 2019	Completed	June 2020
<b>Activity 2.5.3</b>	Selecting, training and providing Personnel Protection Equipment PPE and cleaning tools for a cash workers in the host communities/camps.	Nov.2019	Ongoing	
<b>Activity 2.5.4</b>	Conducting an emergency preparedness waste removal in all refugee camps and host communities through cash for work (CfW) schemes collecting, separating and safe disposing of the uncontrolled solid waste.	Nov.2019	Ongoing	
<b>Activity 2.5.5</b>	Lessons learned of the Emergency preparedness cleaning campaign to the development of the UNDP Project Contingency Plan for waste management.	Oct.2020	Completed	

## **Annex 2. SWM Project Theory of Change (ToC)**

Solid waste challenges do not dissipate independently. Waste accumulation in the water supply and many public spaces is already critical in the affected Upazilas, and without a comprehensive strategy, this waste will only increase. Investments in sustainable solid waste management systems today will be much cheaper and cost-effective than if these problems are permitted to escalate. Proper solid waste management is multidisciplinary – as described above, UNDP’s proposed project will tie innovative solid waste activities to well-defined environmental, health, WASH, site management, and protection goals (both under the Joint Response Plan and the SDGs), with significant additional anticipated benefits to livelihoods, social cohesion, gender, and human dignity in Cox’s Bazar District. This will be done through a deliberately phased approach, to respond effectively to pressing and urgent waste removal needs in the short-term. The project will then transition from quick-impact responses into longer-term recycling, livelihoods, campaigns, capacity development and government engagement activities to expand and nurture a local economy for solid waste. This is in line with the vision outlined in the Rohingya Joint Response Plan, which states that at the present “stage of the response, solid waste management programs will be supported by Cash-Based Interventions for waste collection, [while in time] a solid waste management system will be established including the installation, operation and maintenance of a shared landfill”.<sup>13</sup> Households, including vulnerable women and children, will be prominently engaged as the most critical local unit, as it is at the household and family level that much of the current waste is produced, and it is at this level that solutions must be applied. The construction of new infrastructure and support to recycling enterprises will transform the existing waste management options on the ground. When the profitable incentives for household recycling and waste disposal are adjusted, permanent changes in local behaviour, waste disposal, recycling patterns, and effective waste management systems will result. This will improve the local environment and health for all people in affected communities, removing potential sources of toxins and danger to both the water supply, the physical landscape, and the air (by preventing the burning of trash), while providing added benefits to the local economy. Improvements to the management of waste, and a cleaner local landscape, are visible and demonstrable improvements in conditions for local communities, and reinforce social cohesion by making it clear to host communities, in particular, that the Rohingya crisis has the potential to benefit everyone.

### **The project’s theory of change can alternatively be summarized as follows:**

Summary: Theory of Change If innovative approaches to promoting Reduce, Reuse and Recycle are introduced at household and community levels (with a specific focus on women and children in both Rohingya and Host Communities), and long-term partnerships are built for sustainable solid waste management solutions, alongside urgent waste clearance to address immediate needs

Resulting in permanent changes to local behaviour, waste disposal and recycling patterns, as well as effective waste management systems;

Then the social, economic and environmental landscape for all people, especially vulnerable women and children will be improved, with benefits for social cohesion in the region;

This will in turn contribute to better quality of life and human dignity, through a cleaner environment, but also through improved protection and improved health.