

Terms of Reference

Evaluation of ADRA Bangladesh Development Programs' Sustainability in phased and phasing out areas in Bangladesh.

1. Background

ADRA- The Adventist Relief and Development Agency is a global humanitarian arm of the Seventh-day Adventist Church—part of the 20-million strong Adventist community, with hundreds of thousands of churches globally and one of the world's largest integrated healthcare and education network. ADRA delivers relief and development assistance to individuals in more than 120 countries—regardless of their ethnicity, political affiliation, gender, or religious association. By collaborating with local communities, organizations, and governments, we are able to deliver culturally relevant programs and build local competence for sustainable change.

ADRA Bangladesh was registered officially in 1981 and has since then been implementing multi-sectoral development cooperation programs including; micro-finance, water and sanitation, environment, agriculture, food security, education, homesite resource development and flood mitigation. ADRA Bangladesh currently runs development cooperation projects in Mymensingh, Manikganj, Dinajpur, Gopalganj, Gazipur, Khulna Bangladesh and it has total number of 90 staff members. At the moment, ADRA Bangladesh is also implementing six humanitarian projects in six districts.

ADRA Sweden was officially established in 1985 as a department of the church. ADRA Sweden's main financial support comes from the Swedish government through the SMC- Swedish Mission Council. ADRA Sweden has been a member of the SMC since 1984. ADRA Sweden has a program agreement with the SMC. The SMC is an umbrella organisation that is financed by Sida and whose role is to further forward Sida funds to its applying member organisations and their local partners and support them in capacity building.

The Partnership in development cooperation

ADRA Bangladesh and ADRA Sweden work in a long-term partnership to be able to follow the programs and make sure that sustainable development is achieved (preferably 9 year projects/program cycles). As program organizations ADRA Bangladesh and ADRA Sweden work with long term perspectives through long term partnerships where together they work towards achievements of long-term, mutual goals. The purpose of the implementation is to obtain sustainable effects of the intervention. ADRA Sweden has therefore been encouraging their partners to state long-term strategies (6-9 years) in their cooperation with ADRA Sweden. This is also to ensure that the partner organization has the chance for capacity building of their own organization to become a better Civil Society actor.

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ADRA Bangladesh has been implementing development projects since 1998 in Mymensingh district and in Manikganj districts since 2009.

ADRA Bangladesh became part of ADRA Sweden's first global program in 2009-2010 (ADRA 09:101). The second global program ran during 2011-2012 (ADRA 11:101). The third global program was a three-year program running until December 2015 (ADRA 13:101). The fourth global program, also a three year program that started in 2016 and was implemented until the end of 2018 (ADRA 16:101). The current ongoing global program started in 2019 and is ending this year 2021 (ADRA 19:101).

Its current ongoing program is being implemented in Mymensingh, Manikganj and Khulna, with focus on women economic empowerment and building community's resilience in disaster-prone areas. It is working in new areas, follow up areas and slightly monitoring phased out areas from previous program phases.

ADRA Bangladesh Development Goal is:

Bangladeshi communities overcome poverty through improved livelihoods, socio-economic, healthy and disaster resilient living conditions

The main Objectives included in this Program to achieve the goal are:

1. **Livelihoods:** To establish a cooperative society and operate legally for improvement of food security, livelihood and socio-economic conditions of targeted communities in the project working area.
2. **Health:** To increase the access of targeted communities to health facilities and utilization of better health services and facilities in the project working areas (Health Facilities means that places are equipped with resources that can meet the demands of different patients.)
3. **Education:** To increase the awareness and sensitization of service receivers and service providers to prevent Human Rights violations in the targeted area.
4. **Resilience:** To strengthen the capacity of the targeted community and DMCs to respond to occurring disasters in the project working area.
5. **Organizational capacity building:** To build the capacity of the organization and human resources especially related project thematic areas and program administration

Evaluation Purpose:

The purpose of this evaluation is to assess the sustainability aspects of ADRA Bangladesh programs upon/ or after their closure in Bangladesh (6 to 9 years programs), with the aim to learn, as well as to provide reporting back to ADRA Bangladesh and ADRA Sweden and to SMC as the donor. The purpose is also to assess the relevance of the methods and approaches ADRA Bangladesh operationalised throughout its implementation; such as the RBA, REFLECT and

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Triangle of change¹. Through this evaluation; ADRA Bangladesh also would like to find out different success stories, lessons and possible case study for documentation and future planning.

The report should include recommendations on how ADRA Bangladesh could strengthen its approaches and systems to promote better and more grounded sustainability effects of its programs. The report should also include analysis on to what extent are the approaches, tools and systems are good methods to promote long-term sustainability of programs' effects. This is through highlighting success stories and failures and through identifying lessons learnt. Additionally, the report should include brief analysis and references to how other national NGO's in Bangladesh, which could be compared with ADRA Bangladesh, manage to assure sustainability in their development cooperation as sustainability can be considered as a general challenge for all NGO's.

The recommendations will provide input to both ADRA offices' process for development of the new development program 2022-2026 and future programs.

2. Scope and Evaluation Questions

There are six main questions, which should guide the evaluation:

1. To what extent are the programs' effects sustainable and what are the major contributing factors to their success or/ and to their drawbacks/challenges? This is to be based on sustainability pillars (see below under point 6.). What are the major lessons learnt?
2. How can ADRA Sweden and Bangladesh further develop their approaches to ensure long-term sustainability of its program effects?
3. How effective have the operationalising of *RBA*, *REFLECT* and *Triangle of change* been in contributing and maintaining the sustainability of programs' effects.
4. To what extent can the ADRA Bangladesh program be a model for ADRA Sweden's global program interventions? What are the strong aspects to capitalise on?
5. It seems that Bangladesh has stronger government institutions and local structures compared to many of the African partner countries of ADRA Sweden, What role does the strengths/weaknesses of the government institutions and local structures, as "external factors" play for the sustainability of the operations?
6. How can ADRA Bangladesh learn from other national NGOs when it comes to the sustainability aspects of their programs?

¹ Rights based approach, REFLECT (Regenerated Freirean Literacy through Empowering Community Techniques) approach to adult literacy, Triangle of change includes (service delivery, capacity building and advocacy)

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3. Stakeholder Involvement

The evaluation should be a forward looking, process-oriented, participatory and inclusive exercise, where conclusions are owned both by the evaluator and the participants. The evaluation is expected to involve ADRA Bangladesh staff, ADRA Sweden staff, as well as community representatives and key actors and beneficiaries that come from WEP project's phased out areas since 1998 and EFP project's phased out areas since 2009.

4. Evaluation Principles and Methodology

Guiding principles

In line with ADRA Sweden's monitoring and evaluation guidelines², the following principles will be adhered to in the evaluation:

Participatory - a focus on qualitative methods building on beneficiary and stakeholder perspectives, and including them in the process of interpretation, analysis and sense-making. Participation of representatives from all relevant systems of focus including individuals, groups, community and institutions.

Grounded - the evaluation will put the sustainability experience achieved within ADRA Bangladesh's 13101, 16101 and 19101 programs at the centre.

Complexity aware - as sustainability in itself is a complex issue, appropriate methods of evaluation should be used which help to explore effects and impacts and different perspectives, including challenges

Appropriate communication - the evaluator needs to engage in communicative practices that are relevant in both the process and the reporting of the evaluation.

Utility focused - helping to answer the evaluation's questions which are of great relevance for the actors involved, especially from the operational perspective.

Sustainability Pillars - The evaluator should reflect on the below main pillars of sustainability.

Human Pillar: to what extent did the programs contribute to human sustainability? (maintaining and improving the human capital in society, investments in the health and education systems, access to services, nutrition, knowledge and skills are all programs under the umbrella of human sustainability).

Social Pillar: to what extent did the programs contribute to social sustainability? Which could include, preserving social capital by investing and creating services that contribute to community development. Maintaining and improving social quality with concepts such as cohesion,

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reciprocity and honesty and the importance of relationships. It can be encouraged and supported by laws, information and shared ideas of equality and rights.

Economic Pillar: to what extent did the programs contribute to economic sustainability? (maintaining individuals/community's capital intact and improving their standards of living)

Environmental Pillar: to what extent did the programs carry out its activities in balance with the local environment to avoid the risk of harming living conditions for current and future generations. Also, to what extent did the programs work against environmental degradation, and/or towards improvement of the environment & protection of natural capitals?

5. Methodology

The selected consultant will propose a methodology, preferably with an outcome based approach³, which is appropriate to achieve the overall purpose of the evaluation and explore the questions and key issues, with respect to the evaluation principles above, in the tender. Relevant organizational and intervention documents will be made available to the chosen Consultant for review, to establish an evaluation plan based on the necessary operational and limitation parameters.

The following points are specific expectations regarding the methodology and should be included in a work plan submitted by the interested Consultant:

- Desk review of relevant ADRA Bangladesh documentation about the programs long term effects, including evaluations.
- Interviews and workshops with relevant ADRA Bangladesh & Sweden staff, as well as least: 2 CBO member, Union Parishad Representatives, 2 families, 2 model farmers, 2 DRR committee members/leaders, 2 TBA per each district, with focus on phased out areas.
- Overall desk review of 4 projects and 1 program implemented by ADRA Bangladesh in Mymensingh and Manikganj (13101, 16101 and 19101).
- Interviews with some key actors within the two districts including long-term strategic partners to the projects from community leaders to local governments, including Cooperative Credit Union League of Bangladesh (CCULB), with focus on actors in phased out areas.
- Interviews with other NGOs in the districts to provide brief analysis and reference on their how other national NGO's in Bangladesh, which could be compared with ADRA Bangladesh, manage to assure sustainability in their development cooperation as sustainability can be considered as a general challenge for all NGO's.

³ An outcome-based approach focuses on identifying and reviewing outcomes of programs; which are behavioural changes of programs' actors that are verifiable and observable.

Reporting

The Consultant will deliver the following outputs:

- Presentation of a preliminary report and findings, as well as a summary slide presentation at a workshop with representatives of the different stakeholders.
- A written report in English of maximum 30 pages, mainly focusing on the identified sustainability outcomes and ADRA Bangladesh's contribution to these outcomes. The report should make clear references to the program's Framework as well as the sustainability pillars, be easy to read, with focus on "*learning from the past to improve future work*" and provide clear recommendations to ADRA Bangladesh and ADRA Sweden, based on lessons learnt and case studies. Both ADRA organisations should have the possibility to see and comment on draft of the report before a final report is written.
- Presentation of the final report in a webinar as part of the agenda at the ADRA Sweden East Africa Regional Seminar in fall of 2021.
- All material produced during the assignment will be the sole ownership and copyright of ADRA Bangladesh & ADRA Sweden. Ownership and Confidentiality will be further elaborated in the Consultancy Contract.

Tentative Time Frame

Timeframe for the evaluation process is approximately 3 months with an estimation of approximately 18 working days. Days for planning, consultations and reporting should be included.

The deadline for submission of tenders is set to 15th of April 2021

The selected Consultants will be informed by email by April 30th, 2021 at the latest. The selected Consultants are expected to be available for an initial meeting within one week from approval.

March 15	The ToR is shared with a number of consultants
April 15	Deadline to submit tenders.
April 30	ADRA Sweden & ADRA Bangladesh aim to appoint a Consultant.
May 7th	Evaluation plan written, discussed and agreed upon with ADRA Bangladesh & Sweden.
May-July	Desk review of evaluation reports, interviews and field visits with representatives/ actors from the different projects.
July 30	

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August 30 (prel.)	Presentation of the findings in a preliminary report to be discussed with ADRA Bangladesh & Sweden in a form of workshop.
Sept 15	Presentation of report and findings, as well as a summary slide presentation at a regional seminar. Reflection workshop with ADRA Sweden's partners where also ADRA Bangladesh will be part off.
	The final report is expected for publication, dissemination and presentation.

6. Consultancy Profile, Offer and Evaluation Criteria

ADRA finds it of utmost importance that the consultant has excellent knowledge of sustainable development and International Development Cooperation.

The assignment shall be carried out by a Consultant with significant experience and track record of evaluation, and facilitating of processes.

- Ability to facilitate a participatory evaluation, drawing out the knowledge of local actors and communities.
- Analyse subjective perspectives and complexity through meaningful and rigorous methods.
- Ability to communicate and share information with all stakeholders through relevant means.

The proposal should include:

- Profile of the consultants highlighting areas of expertise, socio-cultural awareness and their role in the evaluation process.
- Relevant track record and reference from previous work. Please also include an evaluation report conducted for a similar evaluation by the lead consultant.
- A statement about why the consultant has a specific interest in this area of study.
- A statement about the consultants' values and priorities in evaluation, and a Code of Conduct that the consultant adheres to.
- 3 references with contact details (both email and mobile number)
- A methodological proposal which outlines the overall approach the evaluator anticipates using to answer the evaluation questions. The evaluator is encouraged to be critical about the evaluation questions and propose changes to the ToR as they deem are needed.
- Cost proposal including proposed work plan to undertake the assignment and deliver according to the ToR. The cost proposal shall include a breakdown as follows:
 - Professional fees estimated on number of days for desk review, field visits, facilitation forums and report writing.

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- Other costs
- Total Amount (including VAT).

The proposal will be evaluated both qualitatively and by cost as follows:

- Experience in evaluation and facilitation of participatory approaches (30%)
- Knowledge and experience of the development sector, faith based organisations/civil society organisations, and organisation development (25%)
- Proposed approach, methodology and overall plan for the assignment (30%)
- Costs (including fees, travel and other expenses) (15%)

Submission and review process

ADRA Sweden and its partners will use this evaluation as a *learning experience* to improve practice, and therefore, preference will be given to methodologies that have learning as an integral component, and a participatory approach involving stakeholders.

The proposal shall be submitted by email to Reem Aljebzi, Programs Director at ADRA Sweden Stockholm Office. Reem.al-jebzi@adra.se Latest by April 15th 2021.

Any requests for clarification can be e-mailed to Reem Aljebzi.

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