



## **Rural Microenterprise Transformation Project (RMTP)**

### **Terms of Reference (TOR) for Conducting an Endline Evaluation on**

### **Sub-Project Name: “Market Development of Safe Meat & Dairy Product”**

#### **1. About the organization:**

Gram Unnayan Karma (GUK) was established in the year 1993 as a non-government development organization under the dynamic leadership of Dr. Khandaker Alamgir Hossain along with some dedicated social activists. The organization obtained registration from the Department of Social Services, NGO Affairs Bureau, Microcredit Regulatory Authority (MRA), Directorate of Health Service, Directorate of Family Planning and Partners of Bangladesh Bank and PKSF.

The organization has been implementing multi-sectoral program like agricultural, livestock & fisheries development programme, livelihoods development programme, skill development programme, humanitarian response, micro-enterprises & sub-sector development, market system development, value chain development, food & nutrition, climate change & resilience, corporate social responsible activities, education programme, primary health care family planning, safe motherhood & eye care services etc. Over around two decades, the development programs/projects of GUK including its microfinance program covered 290 Upazilas under 56 Districts and 6 Divisions of Bangladesh. All functions & programs are running under the approved policies and guidelines of GUK maintaining compliance of the Development Partners and contributing to achieving the Sustainable Development Goals (SDG). To accomplish this, community people, founder members, general members, executive committee members, consultants, advisors, dedicated staff members, Govt. and donor agencies are playing vital roles to uphold the organizational position in the country

#### **2. About the Project:**

The project titled ‘Market System development of safe meat and dairy products’ jointly financed by Palli Karma-Sahayak Foundation (PKSF) and the International Fund for Agricultural Development (IFAD), will be implemented in 6 Upazilas of Bogura district by the organization “Gram Unnayan Karma (GUK)”. The project will be working to increase income, ensure food security and improve family nutrition of marginal & small farmers, input suppliers, service providers, forward market actors and others. The sub-project will also work on value addition, promotion of financial services, and strengthening of the institutional framework for the development of safe meat and dairy value chain. Efforts will be made to develop and scale up enterprises through efficient production methods and strong market linkages of marginal and



small farmers. If the sub-project is implemented, the income of 70% of entrepreneurs will be increased by at least 50% and 30% of the project members will be able to add nutritious food to their regular diet.

### **3. The Project results:**

The consultant should follow the project's logical framework to get a clear understanding of the project, cross-section of the logical framework is necessary to carry out the endline as it is a prime requirement of this assignment. The following are the project results-

#### **3.1 Goal:**

RMTP sub-project aims to improve the livelihood over 70% of micro-entrepreneurs with 50% more income & 30% of members will be able to include nutrient-rich food in their daily diet.

#### **3.2 Development Objective:**

- 4 The value chain of selected rural products supported by the project will be developed sustainably. Through the sub-project, the production of 80 percent of entrepreneurs' safe livestock-related enterprises will increase, resulting in a minimum 30 percent increase in sales of produced products and a 20 percent increase in business profits.

#### **4.1 Outcome: The outcomes are-**

Production will increase, resulting in a minimum 30 percent increase in sales of manufactured products and a strong and sustainable increase in the profitability of livestock-related enterprises through effective production methods, internationally recognized safety standards, traceability, market linkages, etc. That is, through the implementation of the sub-project:

- 90 percent of the entrepreneurs in the sub-project will conduct safe product production activities through quality materials, advanced technology, or best practices.
- 10 percent of the sub-project's production teams will gain the ability to conduct institutional/contractual business with government or private large markets or buyers.
- 40 percent of the sub-project members will adopt environmentally friendly technology.

## **5 Purpose and Scope of the Endline Evaluation:**

### **5.1 Purpose of the Evaluation**

The endline evaluation will measure the changes with regard to significant advocacy document for further Project improvements, strategic planning and policy making in the area

of Value chain project implementation. The study acts as an accompaniment to the quantitative and qualitative data that is also recommended when implementing a project for the first time at the beginning of the project. This should help to identify any major issues and provide some insights into the opinions of the project participants.

The evaluation will be done based on the indicators of the project logical framework to identify the appropriate changes and impact during the project phase. The study will explore the income increase of the participants, and the specific engagement of women in the project and define the role of women in decision making process including their nutrition intake status.

#### **4.2 Scope of the study / evaluation**

The evaluation will be conducted at Seventeen (17) Union of Bogura Sadar, Shajahanpur, Sherpur, Gabtali, Shariakandi & Shibganj Upazila under Bogura District” at a point of time when almost all of the project activities have been implemented and a significant percentage of the funding has been spent. The results of the end line evaluation will be helpful for future value chain project planning, implementation, monitoring and evaluation of “GRAM UNNAYAN KARMA ( GUK) ” and PKSF. The evaluation findings and results will also be used by the stakeholders or change agents who are involved with this project and implementing value chain interventions. The end line evaluation will follow value chain characteristics mentioned in PDR developed by IFAD. The findings of the study will also be compared between endline and baseline study results focusing on the project indicators

## **6 Endline Evaluation objectives and Criteria**

### **6.1 Endline Evaluation objective**

**The Endline Evaluation will be conducted for the following objectives:**

- To evaluate the positive change to increase production/sales/profit/income of the participants for the project intervention.
- To evaluate whether the Project delivered effective, efficient, relevant and timely activities to the targeted participants/beneficiaries as set in the project workplan.
- To evaluate the present condition of the project indicators, participants’ knowledge attitude and practice in compare with baseline study (log-frame indicators).
- To prepare a value chain existing map and make a profile of Safe Meat and Daily Products” value chain in the respective district and identify the changes.
- Explore if the coordination and collaboration changes among value chain actors (in compare with baseline study).



## 6.2 Evaluation Criteria

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

## 6.3 Relevance and Appropriateness

- To what extent the project meets the outcomes and impacts articulated in the proposal?
- Are the activities and outputs of the project consistent with the overall goal?

## 6.4 Efficiency

- To what extent whether the project has utilized funding as per the agreed work plan to achieve the projected targets?
- To Assess the quantity, quality and timeliness of the project delivery including planning, implementation, monitoring, and reporting as per the project.
- To assess the input versus output ratio for planned project deliverables.
- How efficient was the delivery of the project in terms of implementation of its interventions, sharing information and learning among the stakeholders/value chain actors?

## 5.4: Effectiveness

- To what extent the planned objectives in the logical frame of the project were reached and delivered timely activities to the targeted participants and targeted stakeholders as per the indicators to match with the project goal?
- To what extent the performance of the project with reference to qualitative and quantitative achievements of outputs and targets as defined in the project?
- What types of opportunities for collaboration between participants and other stakeholders/value chain actors?
- To what extent the project mainstreamed women empowerment and decision making?



#### **5.2.4 : Coverage**

- Were the participants/beneficiaries and targeted stakeholders reached as per the project indicators and targets?
- To what extent were the beneficiaries, especially, the women and young engaged and reached to the project?

#### **5.2.5 : Impact**

- To what extent the activities bring positive change to increase production/sales/profit/income of the participants? What are the changes among the beneficiaries and targeted stakeholders?
- To what extent coordination and collaboration increase among participants, “GRAM UNNAYAN KARMA (GUK)”, Private Sector, and other stakeholders?
- To what extent the participants build their capacity operating their enterprises?
- To what extent the participants changed their economic condition through the support under project?
- To what extent the participants received the loan and how they are using?

#### **5.2.6 : Sustainability and connectedness**

- Assess the sustainability of the project interventions in terms of the project indicators.
- Analyze the likely trends for project impact on the family income, nutrition, environment, gender and other issues.
- To what extent are the capacities of the different stakeholders including “GRAM UNNAYAN KARMA (GUK)” /PKSF have been built by the project?

#### **5.2.7 : Quality Standard**

- 3 Any activities that aim to address the specific needs, protection risks, vulnerabilities and priorities of women and young?
- 4 Does the operation mention how vulnerable men and women of all ages and backgrounds were involved in the design, implementation and evaluation of the operation?

#### **5 Study management**

##### **5.3 Supervision and management of the study**

A supervision team shall be formed with active participation from Project Manager and Focal Person “GRAM UNNAYAN KARMA (GUK)”. Other relevant person from both GRAM UNNAYAN KARMA (GUK)/PKSF shall also provide (need-based) feedback in the report.



## **6 Coverage of Study**

The endline evaluation shall cover whole working area of the sub-project i. e. Seventeen (17) Union of Bogura Sadar, Shajahanpur. Sherpur, Gabtali , Shariakandi & Shibganj Upazila under Bogura District”

## **7. Methodology**

As part of the contract, the selected consultant/consultants shall provide a complete and detailed methodology of conducting the survey, which shall include: timeframe, research tools methods, sample size and any other relevant segments to be used by the consultant.

### **7.1 Quantitative Data Collection:**

The consultant will design the questionnaire for quantitative survey based on the logical framework of “Market Development of Safe Meat & Dairy Product” and share with “Market Development of Safe Meat & Dairy Product” team before it is finalized, and field tested. The data collection modality, either paper or mobile based, need to be agreed with the team prior to application. GRAM UNNAYAN KARMA (GUK) will provide necessary information and support to connect with relevant shareholders and administration.

The consultant is expected to propose a suitable methodology for carrying out the work and fulfilling the objectives of the study. The methodology should follow the standard statistical method. The consultant will be free and encouraged to be as creative as possible in arriving at a suitable methodology that will ensure that the objectives of the study are fully met in a timely and efficient way. The consultant will be required to elaborate a detailed Endline design and methodology as part of their Work plan. The Endline study will be conducted in the project areas following appropriate, applicable statistical sampling procedures. However, the sample size could be finalized after discussion with the project professionals. A detailed approach and methodology to conduct the Endline study should be suggested by the consultant in compliance with the, goal, objective, and log-frame of the sub-project. The Endline design document should include a series of data collection instruments.



## **7.2 . Control Group Quantitative Data Collection:**

The consultant will collect at least 20% of the control group for quantitative data. This 20% sample will be taken from the final sample size of the population. Example: The calculated sample size is 384 using standard sampling methodology, with 20% being 76.8, which could be rounded to 80. So, the total sample size will be 464 (Treatment 384+control 80). Sample should be taken from men and women according to the sub-project population ratio.

## **7.3. Nutrition Data Collection:**

The consultant will collect nutrition data following the MDD-W (Minimum Dietary Diversity for Women) for only women and HDDS (Household Dietary Diversity Score) for all participants by FAO guidelines to meet the need for nutrition-related indicator/s.

## **7.4. Gender and Social Inclusion Data Collection:**

The consultant will collect the Gender and Social inclusion data following the project target such as young (age group 18-35) participation, women participation, women empowerment and women participation in family decision making.

## **7.5. Qualitative Data Collection:**

The qualitative part will allow verifying the perceptions and knowledge of the beneficiaries in the project area. The questions of the qualitative data should be made in such a way that they reflect and strengthen the data driven from the quantitative survey, and also complement the indicators whose results could not be driven from the quantitative survey. The following should be done:

- # FGD with producers with men producers
- # FGD with processors women / mixed producers
- # In-depth Interview ( IDI) with successful Entrepreneur
- # IDI with woman Entrepreneur (including young)
- # Key Information interview (KII) with LSPs/ as per need from input to consumers.
- # KII with VCPM (Over Phone)
- # KII with PO Management
- # KII with GoB officials
- # KII with Paiker/Private sector/Forward market actors



- # KII with Business Management Organization
- # KII with AVCF/VCF
- # KII with others (Those who are involved in business enabling environment and carrying out/supporting rural microenterprises/support function actors)
- Case Study/Success Stories (At least-5)
- Triangulation of information gathered during the quantitative and qualitative research is crucial in this study, with reflection on how the findings relate to the secondary documentation.

The logical framework of project, from which the indicators are to be driven, is given as an annex inside the ToR.

## **8 Duration of the study and schedule of the reports:**

The total duration of the assignment will be 90 days. A detail implementation plan will be agreed upon in consultation with GRAM UNNAYAN KARMA (GUK), however, it is anticipated that the inception report should be submitted within 10 days upon signing the contract. The draft report of the study should be submitted by the consultant within 60 days, and a presentation on the draft report should be given to GRAM UNNAYAN KARMA (GUK) within 75 days after signing the agreement.

## **9 Quality and Ethical Standards**

The consultant hired should take all reasonable steps to ensure that the Endline study is designed and conducted to respect and protect the rights and welfare of people and to ensure that the Endline study is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability.

- a. Utility: The Endline Evaluation must be useful and will be used by GRAM UNNAYAN KARMA (GUK)/PKSF.
- b. Feasibility: The Endline Evaluation must be realistic and managed in a cost-effective manner.
- c. Ethics & Legality: The Endline Evaluation must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved.
- d. Impartiality & Independence: The Endline Evaluation should be impartial, providing a comprehensive and unbiased assessment that considers the views of all stakeholders.



- e. Transparency: The Endline Evaluation activities should reflect an attitude of openness and transparency.
- f. Accuracy: The Endline Evaluation should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
- g. Participation: Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
- h. Collaboration: Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.
- i. Cross-cutting issues: The Endline Evaluation activities should reflect the projects' cross-cutting issues such as Nutrition, Gender, Climate Change, and Environment, also reflect it in this report.

## 10 Key Deliverables

- a) **Inception Report:** by 10 working days after signing the contract, a detailed report on the consultant's proposed final Endline design and methodology will be submitted to GRAM UNNAYAN KARMA (GUK)/PKSF for approval. This will provide preliminary understandings based on document review, rationale, and a detailed description of the methodology and tools, analytical methods, and detailed work plan for the entire exercise. Any draft questionnaires or interview forms will also be submitted for review at this stage.
- b) **Sample Frame:** A detailed determination of sample size and sampling frame using statistical tools and formula.
- c) **Endline survey questionnaire** (for the quantitative part) and Checklist (for the qualitative part) to capture all required data and information of the study.
- d) **Interview Notes and List of Resource Documents:** The Consultant will provide summaries of all key meetings, and discussions conducted during the endline and copies of any relevant documents and reports gathered during the evaluation (timeline).
- e) **Summary Presentation of Findings:** The Consultant will present initial findings to GRAM UNNAYAN KARMA (GUK) for review, comment, and feedback by (timeline). A PowerPoint presentation and handout (maximum of two pages) will be prepared for the presentation through a workshop to the project stakeholders preferably via an online platform. The Consultant will consider GRAM UNNAYAN KARMA (GUK) and stakeholder comments and revise the draft report as appropriate.

- f) **Findings brief:** The Consultant should provide a brief of the findings corresponding to the objectives of the evaluation that can be widely circulated. The brief of the study could be within three pages.
- g) **Indicator Table with Value:** The Consultant will provide an indicator table including the values and make comparison with baseline study including the % of progress (Indicator progress table Baseline Vs Endline and Control Group status).
- h) **Final Database:** The consultant should review, recheck and finalize the data set before starting the final analysis. The final database should be handed over to GRAM UNNAYAN KARMA (GUK) management along with the final report.
- i) **Draft report:** A draft report identifying key findings based on facts with conclusions, recommendations, and lessons for the current and future operation, will be submitted by the consultant within 10 days after field data collection.
- j) **Final report:** The final report will contain a short executive summary (not more than 1,000 words) and a main body of the report (not more than 10,000 words) covering the background of the intervention evaluated, a description of the evaluation methods and limitations, findings, conclusions, lessons learned, recommendations and action points related to these. The evaluation findings should be presented in outcome wise and outcomes and further analysis under evaluation criteria. The specific recommendation should be made based on specific thematic of women and young involvement in value chain development. Recommendations and action points should be SMART. The report should also contain appropriate appendices, including a copy of the ToR, cited resources or bibliography/reference, a list of those interviewed and any other relevant materials. The final report will be submitted one week after receipt of the consolidated feedback from GRAM UNNAYAN KARMA (GUK). The consultant will submit 5 hard copies of final report to GRAM UNNAYAN KARMA (GUK).
- Last but not the least, the report should be conspicuous and lucid for readers of all levels.
- k) **Case Studies:** To highlight stories of success in the field and include it in the final report. All products arising from this evaluation will be owned by the RMTP/PKSF. The evaluators will not be allowed, without prior authorization in writing, to present any of the analytical results as his/her own work or to make use of the evaluation results for private publication purposes.
- l) **Data Set:** The consultant will submit the final data set to the GRAM UNNAYAN KARMA (GUK) in Excel and SPSS.
- The draft and final reports will be submitted to Evaluation Management Team (GRAM UNNAYAN KARMA (GUK)/PKSF), who will ensure the quality of the report providing input if necessary. The Evaluation Management Team will submit the report to the key stakeholders interviewed for review and clarifications. The Commissioner will oversee a management response and will ensure subsequent follow up.

**The Final Report will sketch with the following headings:**

- a. Acknowledgements
- b. Acronyms
- c. Glossary
- d. Executive Summary
- e. Indicator Table with Value (Endline Vs Baseline and control group status of project log-frame)
- f. Introduction/Background
- g. Rationale and Objectives of the End Line Evaluation
- h. Scope of the End Line Evaluation
- i. Evaluation Methodology
- j. Findings and Discussion (as per evaluation criteria)
- k. Recommendations
- l. Conclusion and lessons learned
- m. References
  - a. Annex (including a copy of the ToR, cited resources or bibliography/reference, a list of those interviewed, case studies and any other relevant materials etc.).

**Annexes, including:**

- a. Case Study/Success Stories
- b. Scope of Work
- c. Data collection tools
- d. Key data sets, including interview transcripts
- e. List of key informants

#### **4. Accountability and Communication Network**

The ownership of the output of this assignment belongs to RMTP/PKSF and shall be utilized for the defined purposes of the Project. The consultant will ensure confidentiality of all information obtained during the assignment and related to the projects mentioned above. All data, materials in soft and hard copies remain the properties of RMTP and are to be returned to GRAM UNNAYAN KARMA (GUK) at the end of the assignment. The use of the data remains the sole right of RMTP and any usage of data without prior approval from the PKSF shall be held illegal.



## 5. Responsibility and Competence

The consultant agrees to comply in all professional tasks with the rules and regulations of RMTP. Either party can cancel this agreement within a 7-day written notice. RMTP team can terminate the agreement without notice and payment in the following cases:

- If the consultant cannot fulfil the requirements and the agreed deadlines
- If the consultant cannot submit the deliverables within the time specified in the mandate

If the quality and standards of the work fail to meet reasonable standards that have so been communicated in writing.

## 6. Required Qualifications

Qualification	Required	Preferred
Proven experience of conducting endline evaluation of a Agri-business Project	<input checked="" type="checkbox"/>	
Demonstrated experience from involvement in a Value Chain Project	<input checked="" type="checkbox"/>	
Demonstrated experience of working with Gender		<input checked="" type="checkbox"/>
Demonstrated experience of working with Nutrition		<input checked="" type="checkbox"/>
University degree at post-graduate level in Social Science/ Agriculture /DVM /Fisheries/ Statistics or other relevant subject	<input checked="" type="checkbox"/>	
Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner	<input checked="" type="checkbox"/>	
Excellent in English and Bangla writing and presentation skills	<input checked="" type="checkbox"/>	
Immediate availability for the period indicated	<input checked="" type="checkbox"/>	
Experience working with Mobile based Data collection		<input type="checkbox"/>



## 7. Consultant requirements

The Consultant should have previous working experience in providing such kinds of services. Should have expertise in the area of the said Sub-Sector/s, Agriculture/DVM/Fisheries, and micro-enterprise. The enumerators of this study will be hired by the consultant/consulting firm. The expected qualifications of the independent consultant are given below:

- a) **Education (20 marks):** He/she should have a minimum Master's Social Science/ Agriculture /DVM /Fisheries/ Statistics, PhD will be the additional advantage. Global GAP assurer/trainer will get preferences.
- b) **Experience (30 marks):** The consultant should have 10 years of working experience in research including 5 years of experience in the value chain approach. Research experience in environmental sustainability, economic viability, micro-enterprise development, nutrition, sectoral policy review/analysis, and value chain development will add additional value. Experience in evaluating any projects/sectoral study funded by IFAD/World Bank/ADB/DANIDA and/or any other UN agencies will preferable.
- c) **Publication (20 marks):** The consultant should have at least 3 publications in an international/national journal. However, Agriculture /DVM /Fisheries/ Statistics sectoral publications will be given high preference for the selection of the consultant.
- d) **Familiarity (10 marks):** Familiarity with the following areas: a) Environment & Climate Change, b) Micro and small enterprise, c) livelihoods d) employment, e) pro-poor development, f) gender and nutrition.
- e) **Language (10 marks):** Excellent writing and oral communication in English is required.
- f) **Computer Literacy (10 marks):** MS Word, Excel, PowerPoint, SPSS/Strata.

## 8. Proposal submission:

The proposal should include the following below six items.

- i. **Cover letter:** Clearly summarizing Consultant experience and competency as it pertains to this assignment
- I. **Technical proposal:** Not exceeding eight (08) pages expressing an understanding and interpretation of the ToR, the proposed methodology, relevant experience and time and activity schedule.
- II. **Financial proposal:** Itemizing estimated costs for services rendered (daily consultancy fees), accommodation and living costs, transport costs, stationery costs, and any other related supplies or services required for the review in BDT and modality of payment. Please also attach a TIN/Registration Certificate.
- III. **Detailed CVs** of all professionals who will work on the process. CVs of proposed study team (will add additional value), please attach a table describing the level of effort (in number of days) of each team member in each of the evaluation activities.
- IV. **Professional references** are needed to provide two or three references from your previous clients.



- V. **A short example from previous Endline Evaluation** report (value chain preferred) that is relevant to this work (5-7 pages)

(Application materials are non-returnable, and we thank you in advance for understanding that only short-listed candidates will be contacted for the next step in the application process and the selection panel does not have the ability to respond to any requests for application feedback. Please take note that expressions of interest that do not cover these requirements will not be considered.)

**Application Procedure:** Please email complete applications to [guk.bogura@gmail.com](mailto:guk.bogura@gmail.com) / [info@guk.org.bd](mailto:info@guk.org.bd).

**Deadline for Application:** The application deadline is 7<sup>th</sup> September 2025.

Interested individuals will provide a technical proposal. The total budget is BDT 6.0 lakh, which includes consultancy fees, field data collection, and other necessary costs. The Tax will be deducted at source as per the government rules. Interested consultants are invited to submit their technical proposal along with a detailed CV and one page of cover letter by (timeline). The partner organization will form a review committee to analyze the applications, shortlisting, interview, select the firm/individual and execute the deed of contract.

### **Payment**

GRAM UNNAYAN KARMA (GUK) will pay the cost of the study to the assigned firm subject to the completion of all deliverables and reports acceptance of “GRAM UNNAYAN KARMA (GUK)” by deducting TAX at source as per the Government rules. Payments will be made based on the following percentages and milestones:

- a) 1st Payment (30% of total contract value): The 1st payment will be made upon submission and acceptance of the inception report by GRAM UNNAYAN KARMA (GUK).
- b) 2nd Payment (30% of total contract value): The 2nd payment will be made upon submission and acceptance of the draft report by GRAM UNNAYAN KARMA (GUK).
- c) Final Payment (40% of total contract value): The final payment will be made upon acceptance of the final report by GRAM UNNAYAN KARMA (GUK).

### **9. Timeframe**

The study shall be conducted expectedly in three months from start of the study and is scheduled to preferably start in the 20<sup>th</sup> September 2025. The consultant will submit the final report at the latest by 15 November 2025. The timeline will be finalized as agreed by the consultant and “GRAM UNNAYAN KARMA (GUK)”.



## 10. Disclaimer

GRAM UNNAYAN KARMA (GUK) reserves the right to amend the terms of reference at any time as required upon mutual discussion with the consultant. GRAM UNNAYAN KARMA (GUK) reserves the right to terminate the contract at its sole discretion in case of non-compliance of the terms and conditions that will be finally agreed. The consultant will never use this Endline Study information for his/her own needs. If it requires, the consultant must take prior permission from the concerned GRAM UNNAYAN KARMA (GUK).