



## TERMS OF REFERENCES (TOR)

### Baseline Study for the Bangladesh Cyclone Preparedness and Inclusive Shelter Resilience Project in Barguna District

#### 1. Introduction:

JAGO NARI is a Women Rights organization that has been working for 27 years to support vulnerable and marginalized communities, particularly women and those living in disaster-prone coastal areas. The organization focuses on strengthening resilience, promoting inclusion, and helping communities better prepare for and respond to crises.

With financial support from the Korea International Cooperation Agency (KOICA) and technical assistance from Oxfam in Bangladesh and Oxfam in Korea, JAGO NARI is implementing the “Bangladesh Cyclone Preparedness and Inclusive Shelter Resilience Project in Barguna District” from April 2026 to December 2028.

The project is being implemented in Sonakata and Nishanbaria unions of Taltali Upazila under Barguna district; areas that are highly exposed to cyclones, tidal surges, coastal flooding, riverbank erosion, and salinity intrusion<sup>1</sup>. The project prioritizes proactive disaster preparedness by enhancing the quality, inclusivity, and functionality of shelter facilities, strengthening local disaster management systems, and supporting vulnerable households to recover and rebuild more resilient livelihoods.

The baseline study is commissioned under the joint oversight of KCOC, Oxfam in Bangladesh, and JAGO NARI to support objective performance management, learning, and future evaluation under the KOICA-supported project. KCOC, as the formal contracting entity for this assignment, will directly administer the contract and financial disbursement, while technical review and coordination will be carried out in consultation with JAGO NARI and Oxfam in Bangladesh.

As the project begins, it is important to clearly understand the current situation in the target areas; how people prepare for cyclones, how shelters are used, and what challenges communities are facing. The baseline study will help establish this starting point. It will provide reliable data on key indicators, validate assumptions in the project design, and generate practical insights to guide implementation over the coming years.

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<sup>1</sup> Wahiduzzaman, M., & Yeasmin, A. (2024). An assessment of tropical cyclone frequency in the Bay of Bengal and its impact on coastal Bangladesh. *Coasts*, 4(3), 594–608. <https://doi.org/10.3390/coasts4030030>

## 2. Background and rationale of the study:

Bangladesh has made strong progress in reducing poverty over the years, but communities living in coastal areas continue to face ongoing challenges; especially due to climate change and frequent natural disasters<sup>2</sup>. In districts like Barguna, communities face repeated exposure to cyclones, tidal surges, and regular inundations that continually disrupt daily life. These recurring disasters result in repeated losses of homes, livelihoods, and productive assets, undermining household security and recovery efforts. Although cyclone shelters exist in many areas, a significant number are not fully functional, usable, or accessible particularly for women, older persons, persons with disabilities, and other marginalized groups<sup>3</sup>.

. Taltali Upazila, particularly Sonakata and Nishanbaria unions, is one of the most exposed areas. Many families rely on fishing and small-scale agriculture, which are highly sensitive to climate shocks. As a result, even a single cyclone can cause serious damage to homes, income sources, and food security. Because these disasters happen so often, many households do not get enough time to recover before the next one hits. Another major challenge is related to cyclone shelters. While shelters exist in these areas, they are often not fully functional or inclusive. Issues like poor maintenance, lack of safe water and sanitation, overcrowding, and limited accessibility make it difficult; especially for women, older persons, and persons with disabilities, and minority groups; to use them. In many cases, people choose not to evacuate at all, even when early warnings are given, because they do not feel safe or comfortable in the shelters. At the same time, local disaster management systems are still developing. Committees and volunteers are present, but they often lack the training, coordination, and resources needed to act early and effectively. As a result, disaster response tends to be reactive rather than preventive<sup>4</sup>.

This project is designed to address these gaps by focusing on preparedness before disasters occur. It aims to improve the condition and management of cyclone shelters, strengthen local disaster governance, and support vulnerable households with more resilient livelihood options. By doing so, the project encourages earlier evacuation, reduces risk, and helps communities better withstand future shocks.

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<sup>2</sup> World Bank & Global Facility for Disaster Reduction and Recovery. (2022). *Bangladesh: Enhancing coastal resilience in a changing climate*.

<sup>3</sup> <https://www.tbsnews.net/environment/climate-change/874-people-patuakhali-and-barguna-directly-affected-climate-change-7>

<sup>4</sup> Needs Assessment Report: Building Climate-Resilient Communities in Barguna District, Coastal Belt of Bangladesh, prepared by Oxfam and JAGO NARI

To make sure the project is well-targeted and responsive to real needs, a baseline study is essential at this stage. The study will help build a clear picture of the current situation; how communities prepare for disasters, how shelters are used, and what barriers exist. It will also establish benchmark data for key indicators and test the assumptions behind the project design.

The baseline findings will not only guide implementation but also support learning and adjustment throughout the project, ensuring that activities remain relevant and effective for the communities they are meant to serve. The primary audience for this report includes JAGO NARI, Oxfam in Bangladesh, Oxfam in Korea, local governments, and the broader humanitarian actor.

### 3.Summary of the project:

Project Title	Bangladesh Cyclone Preparedness and Inclusive Shelter Resilience Project in Barguna District
Implementing Organization	JAGO NARI (with technical support from Oxfam in Bangladesh and funding from KOICA)
Project Duration	April 2026 – December 2028
Project Location	Sonakata and Nishanbaria Unions, Taltali Upazila, Barguna District, Bangladesh
Goal/ Overall Objective	Strengthening the disaster resilience in the Cyclone-prone Barguna District of Bangladesh
Key Outcomes	Outcome 1: Strengthening inclusive disaster preparedness through Shelter-Centric Anticipatory Action (SCAA). Outcome 2: Vulnerable households gain reliable access to food and water, strengthening their resilience to future climate shocks
Key Components / Interventions	- Improving cyclone shelter conditions, including WASH facilities and accessibility - Strengthening Cyclone Shelter Management Committees (CMCs) and Disaster Management Committees (DMCs) - Training community volunteers on disaster preparedness, early warning, and evacuation - Establishing community-based preparedness and coordination mechanisms - Supporting livelihoods through cash-for-work, income-generating activities (IGA), and homestead gardening
Target Groups	- Vulnerable households, especially women-led and marginalized families - Members of Disaster Management Committees (DMCs) and Cyclone Shelter Management Committees (CMCs) - Community volunteers and local leaders - Wider community members in the two target unions
Estimated Reach	Direct Beneficiaries: At least 1,100 individuals, including vulnerable households receiving livelihood support, members of Cyclone Shelter Management Committees,

	<p>and women-led preparedness groups. (Note: Final number may increase depending on DMC membership size.)</p> <p>Indirect Beneficiaries:          Approximately 30,579 people, representing the total population of the two target unions who will benefit from improved disaster preparedness systems and infrastructure.</p>
Project Approach	<p>The project follows a shelter-centered anticipatory approach, focusing on preparedness before disasters occur. It combines improved infrastructure, stronger local systems, and livelihood support to reduce risk and build long-term resilience.</p>

#### 4. Objective of the study:

The main purpose of this baseline study is to build a clear understanding of the current situation in the target communities before the project activities fully begin. It will provide reliable information that can guide implementation, help track progress over time, and support future evaluation of the project’s results.

The study will focus on a few key areas:

- To establish baseline values for the project’s key indicators, based on the results framework, so that progress can be measured realistically over the life of the project
- To understand how communities currently prepare for cyclones, including their awareness of early warning systems, evacuation practices, and use of cyclone shelters
- To assess the condition, accessibility, and management of existing cyclone shelters, with particular attention to the needs of women, older persons, persons with disabilities, and other vulnerable groups
- To explore the current livelihood situation of vulnerable households, including income sources, food security, and coping strategies during and after disasters
- To examine the capacity and functionality of local disaster management structures, such as Disaster Management Committees (DMCs), Cyclone Shelter Management Committees (CMCs), and community volunteers
- To test and validate key assumptions behind the project design, especially those related to shelter use, early evacuation, and livelihood recovery
- To provide practical, evidence-based recommendations that can help refine the project approach and improve its effectiveness during implementation



## 5. Scope of work:

JAGO NARI is looking to engage an experienced consultant or consulting firm to carry out the baseline study for this project. The assignment is expected to take place over a two-and-a-half-month period, from **15 July 2026 to 30 September 2026**.

The consultant will work closely with [JAGO NARI](#), [Oxfam in Bangladesh](#), and [KCOOC](#) throughout the process. The overall role is to design and conduct the study, analyze the findings, and present clear, practical insights that can support the project team moving forward.

More specifically, the consultant will be expected to:

- A. Start by reviewing key project documents and having initial discussions with JAGO NARI and Oxfam to fully understand the project design, indicators, and expectations from the study
- B. Develop a clear and practical study plan—including the methodology, sampling approach, and a detailed work schedule — ensuring that all data collection tools are strictly aligned with the Project design matrix (PDM) and its defined indicators to establish a solid benchmark for project performance.
- C. Design and finalize data collection tools (such as questionnaires, interview guides, and checklists), and test them in the field if needed
- D. Recruit and manage a team of enumerators, where required, and ensure they are properly trained before data collection begins
- E. Carry out field data collection using a mix of methods—such as household surveys, key informant interviews, and group discussions—while ensuring that different groups in the community are meaningfully included
- F. Pay special attention to including women, persons with disabilities, older persons, and marginalized groups so that their perspectives are properly captured
- G. Ensure that all data collection is conducted in a safe, respectful, and ethical manner, with proper consent and confidentiality
- H. Regularly check the quality of data during the collection process and make adjustments if needed
- I. Analyze both quantitative and qualitative data in a clear and structured way, linking findings directly to the project’s key indicators and assumptions
- J. Prepare a draft report that presents the findings in a simple, practical, and easy-to-understand way
- K. Facilitate a sharing or validation session with JAGO NARI, Oxfam, [KCOOC](#), KOICA and other relevant stakeholders to discuss the findings and gather feedback
- L. Finalize the report by incorporating feedback and ensuring that recommendations are realistic and useful for improving project implementation

In addition to the above, the consultant will be expected to submit all relevant datasets, tools, and documentation generated during the study, so that they can be used for future monitoring and evaluation.

## 6. Methodological Consideration:

The baseline study is expected to use a mix of quantitative and qualitative methods so that it can capture both numbers and real-life experiences from the communities. The objective is not only to collect data, but also to gain a deeper understanding of the on-the-ground realities. The consultant will propose a suitable methodology; however, it should be practical, context-specific, and aligned with the project's objectives and indicators.

In general, the study is expected to include:

- A clear explanation of the overall approach, including how the study will combine different methods to generate reliable and meaningful findings
- A well-defined sampling strategy that explains how households, participants, and locations will be selected, along with a justification for the sample size
- Data collection methods such as household surveys, key informant interviews, focus group discussions, and direct observation—especially of cyclone shelters and related facilities
- A strong focus on inclusion, ensuring that women, persons with disabilities, older persons, and marginalized groups are meaningfully represented in the study
- Practical steps to ensure data quality, such as tool pre-testing, training of enumerators, regular supervision, and data verification during collection
- A clear plan for how the data will be processed and analyzed, including both quantitative analysis (using appropriate software) and qualitative analysis (to capture insights and experiences)
- Consideration of ethical issues, including informed consent, confidentiality, and respectful engagement with participants
- Identification of any potential limitations of the study and how these will be managed

The consultant is also expected to ensure that the approach is sensitive to the local context and reflects good practices in gender and inclusion. Wherever possible, the study should create space for community voices and perspectives, rather than relying only on structured data. Overall, the methodology should be simple, realistic, and strong enough to produce findings that the project team can actually use for decision-making and learning.

**7. Deliverables from consultant:**

<b>Deliverable</b>	<b>Format</b>	<b>Length</b>	<b>Description</b>	<b>Timeline</b>
<b>Inception Report</b>	MS Word	As needed	At the beginning of the assignment, the consultant will submit an inception report explaining how the study will be carried out. This should include the proposed methodology, sampling approach, data collection methods, tools, work plan, and a clear timeline. This step helps ensure everyone is aligned before fieldwork begins.	Within 1 week of contract signing (by 23 July 2026)
<b>Data Collection Tools</b>	MS Word / Digital format	As needed	The consultant will develop and finalize all data collection tools, such as questionnaires, interview guides, and checklists. These tools should be tested (if needed) and refined to ensure they are practical and easy to use in the field.	Within 2 weeks of contract signing ( 28 July 2026)
<b>Clean Dataset and Field Notes</b>	Excel / SPSS / other formats	As needed	The consultant will submit all collected data in a clean and organized format, along with relevant notes from interviews and discussions. This ensures transparency and allows future use of the data by the project team.	After completion of data collection (by 18 Augst 2026)
<b>Draft Report</b>	MS Word	Maximum 40 pages (excluding annexes)	The draft report will present the initial findings of the study, including analysis, key insights, and early recommendations. It should be written in a clear and practical way so that it is easy to understand and review.	30th Augst 2026
<b>Presentation of Findings</b>	PowerPoint	As needed	The consultant will present the key findings to JAGO NARI, Oxfam, and relevant stakeholders. This is an opportunity to discuss the results, clarify insights and reflection and ensure shared understanding.	Before final submission (5 <sup>th</sup> September)

<b>Final Report</b>	MS Word and PDF	Maximum 45 pages (excluding annexes)	The final report will incorporate feedback from JAGO NARI and Oxfam. It should present finalized findings, conclusions, and actionable recommendations that can guide project implementation.	By 30 <sup>th</sup> September 2026
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## 8. Payment and Budget:

- The consultant or consulting firm is expected to submit a detailed financial proposal as part of the application. This should include a clear breakdown of all costs related to the assignment, such as professional fees, fieldwork expenses, travel, accommodation, and any other relevant costs.
- JAGO NARI has not set a fixed budget for this assignment. Instead, applicants are encouraged to propose a realistic and reasonable budget based on the scope of work, while ensuring that all costs are in line with the relevant government rules and regulations of Bangladesh, including applicable VAT and tax requirements.
- [All contractual and financial arrangements for this consultancy will be administered directly by KCOC. Payments will be made by KCOC directly to the selected consultant or firm based on the agreed deliverables and timeline. Each payment is subject to confirmation and approval of the deliverables by both JAGO NARI and Oxfam in Bangladesh, with final approval for fund release resting with KCOC.](#)
- The consultant will be responsible for complying with all applicable tax regulations and any other statutory obligations related to this assignment.
- A formal contract will be signed with the selected consultant or firm, outlining the detailed payment schedule, deliverables, and other terms and conditions.

## 9. Qualifications:

JAGO NARI is looking for a consultant or consulting firm with solid experience in conducting baseline studies or similar research assignments, especially in areas related to disaster risk reduction, climate resilience, and community-based development. The ideal consultant should be able to understand both the technical and social aspects of the project, and translate findings into practical recommendations that can be used by the project team.

### 9.1. Educational Background

A postgraduate degree (Master's or higher) in a relevant field such as Disaster Management, Climate Change, Environment Science, Development Studies, Sociology, Anthropology, Economics, Statistics, or a related discipline

## 9.2. Relevant Experience

- Proven experience in conducting baseline studies, evaluations, or research in development or humanitarian projects
- Strong understanding of disaster risk reduction (DRR), climate change adaptation, or resilience programming—preferably in coastal or disaster-prone areas
- Experience working on projects related to cyclone preparedness, shelter management, WASH, or community-based disaster management will be considered an advantage
- Familiarity with livelihood and food security programming, especially for vulnerable or climate-affected communities
- Experience working with NGOs, INGOs, or donor-funded projects in Bangladesh
- A good understanding of gender, inclusion, and working with marginalized groups such as women, persons with disabilities, and minority communities

## 9.3. Technical Skills and Capacity

- Strong ability to design and implement both quantitative and qualitative research methods
- Experience using digital data collection tools (such as SurveyCTO, Kobo, or similar platforms)
- Ability to analyze data using relevant software (such as SPSS, STATA, Excel, or qualitative analysis tools)
- Strong report writing skills, with the ability to present findings clearly and in a practical, easy-to-understand way

## 9.4. Team Composition (for consulting firms)

If applying as a team or organization, the proposed team should include:

- A lead consultant with strong experience in leading similar assignments
- At least one team member with expertise in gender and inclusion
- Team members with field experience in data collection and community engagement
- Make sure gender Balance on team formation and ensure female enumerator to engage female HHs at community level.

## 9.5. Other Requirements

- Good communication and coordination skills, with the ability to engage with different stakeholders at community and institutional levels
- Fluency in Bangla and English (both written and spoken)
- Ability to complete the assignment within the given timeline

## 10. Evaluation Process:

All proposals will be reviewed by a selection committee formed by JAGO NARI, with support from Oxfam in Bangladesh. The goal is to select a consultant or firm that not only has strong technical skills, but also clearly understands the purpose of the study and can deliver practical, high-quality work. The evaluation will consider both the technical proposal and the financial proposal, using a weighted scoring system.

Criteria	Weight (%)
<b>Technical Proposal</b>	<b>80</b>
1. Understanding of the assignment	10
2. Relevant experience and past work	20
3. Proposed methodology and approach	20
4. Data quality assurance and management plan	10
5. Team composition and qualifications	20
<b>Financial Proposal</b>	<b>20</b>
<b>Total</b>	<b>100</b>

## 11. Guideline of proposal submission:

Interested consultants or consulting firms are invited to submit both a technical proposal and a financial proposal for this assignment. These should be prepared as separate documents. The proposal should clearly explain how the assignment will be approached, who will be involved, and what the expected cost will be.

### 11.1. Technical Proposal

The technical proposal should focus on how you plan to carry out the study. It should be concise, but detailed enough to show your understanding and approach.

Please include the following sections:

Section	Suggested Length	What to include
Cover Page	1 page	Title of the assignment, name of consultant/firm, and contact details
Table of Contents	2 pages	Clear structure of the document

Understanding of the Assignment	Up to 3 pages	Your understanding of the project, the purpose of the baseline study, and key issues to explore (written in your own words, not copied from the ToR)
Proposed Methodology	Up to 5 pages	Your approach to the study, including methods, sampling strategy, data collection tools, data quality assurance, analysis plan, ethical considerations, and limitations
Work Plan and Timeline	1 page	A simple timeline (Gantt chart or similar) showing how you will complete the assignment within the given timeframe
Relevant Experience	1 page	Examples of at least 2 similar assignments, including client name, scope, and timing
Team Composition	Up to 2 pages	Proposed team members, their roles, and brief justification (CVs can be attached in annex)
Additional Information (if any)	1 page	Any other relevant details you would like to share

## 11.2. Financial Proposal

The financial proposal should provide a clear breakdown of the total cost of the assignment. It should include:

- Professional fees (with number of days for key team members)
- Fieldwork costs (travel, accommodation, data collection, etc.)
- Any other relevant expenses
- Total cost (including VAT as per government rules)

The budget should be realistic and aligned with the scope of work.

## 12. Application Procedures:

The consultant/firm must submit the following documents along with the Technical and Financial Proposal (including VAT) separately:

### For consultancy firms:

- A firm profile (maximum 2 pages), highlighting completed related assignments, including client names, contact persons, and contact details
- The lead consultant's CV (maximum 2 pages), clearly showing relevant experience and specific roles in similar assignments

- One-paragraph short CVs of other team members involved in the assignment, highlighting their relevant experience and roles
- Proof of the last two payments/rates
- Copies of the firm's registration documents, including certificate, TIN, BIN, VAT registration, trade license, and any other relevant documents

**For individual consultants:**

- An updated CV/profile (maximum 2 pages), highlighting relevant assignments, including client names, contact persons, and contact details
- One-paragraph short CVs of any supporting team members (if applicable), highlighting relevant experience
- Proof of the last two payments/rates
- Copies of NID, TIN, BIN, VAT registration, trade license, work permit (if applicable), and any other relevant documents

Interested consultants/firms are requested to submit their technical and financial proposals separately, including:

- Relevant experience, especially similar assignments
- Proposed methodology, including approach, activities, and timeline
- **Budget details (including VAT and applicable taxes)**
- CVs of key experts and contact information

All proposals must be prepared in English.

**Submission Process**

The completed proposals must be submitted within the following timeline:

- **Submission Period: by 12 May 2026**

Proposals can be submitted through either of the following methods:

**By Hard Copy / Courier (during office hours):**

JAGO NARI  
Ashahi Mansion, 2<sup>nd</sup> Floor  
College Road, Barguna-8700  
Bangladesh.  
Cell Phone no.: +88 01711 322314

The sealed envelope should be clearly marked with:  
"Baseline of KOICA Funded Project".

### **13. General Terms and Conditions:**

The selected consultant or consulting firm is expected to follow JAGO NARI's policies, procedures, and ethical standards throughout the assignment.

#### **Quality and Compliance**

- The consultant will ensure that all data collection, analysis, and reporting meet high professional standards and align with JAGO NARI's policies and relevant legal requirements in Bangladesh
- The consultant is responsible for revising and improving the report based on feedback until it meets the expected quality

#### **Confidentiality and Data Protection**

- All data and information collected during the study must be treated as confidential and used only for the purpose of this assignment
- The consultant must follow JAGO NARI's Data Protection Policy, ensuring that personal data is handled safely and securely
- Informed consent must be obtained from all participants before collecting data, including for interviews, recordings, or photographs
- No individual or respondent should be identified in reports without their clear permission
- All data, reports, and materials produced under this assignment will remain the property of JAGO NARI

#### **Ethics and Safeguarding**

- The consultant must comply with JAGO NARI's Code of Conduct, Safeguarding Policy, and Whistleblowing Policy throughout the assignment
- The consultant is expected to work in a respectful and inclusive manner, especially when engaging with women, persons with disabilities, and vulnerable groups
- Any safeguarding concerns or misconduct identified during the assignment must be reported through appropriate channels

#### **Integrity and Anti-Fraud**

- The consultant must follow JAGO NARI's Fraud and Anti-Corruption Policy and maintain full transparency in all aspects of the assignment
- Any form of fraud, bribery, or misrepresentation will result in immediate disqualification or termination of the contract
- All information provided in the proposal must be accurate and complete

### Procurement and Contract Compliance

- The consultant must comply with JAGO NARI's Procurement Policy and Operational Manual throughout the assignment
- The agreed timeline, deliverables, and work plan must be followed. Any major changes must be discussed and approved in advance
- In case of serious deviation from the agreed terms, JAGO NARI reserves the right to terminate the contract

### Payment and Tax

- **Payments will be made by KCOC based on agreed deliverables and subject to confirmation from JAGO NARI and Oxfam in Bangladesh**
- Applicable taxes and VAT will be handled in accordance with Government of Bangladesh regulations

### Rights and Reservations

- JAGO NARI reserves the right to accept or reject any proposal without explanation
- JAGO NARI may modify or cancel the selection process at any stage if necessary
- All submitted documents will be treated as part of the procurement process and will not be returned

### Monitoring and Due Diligence

- JAGO NARI may conduct due diligence checks on consultants, including verification of legal status and past experience
- The consultant may be required to cooperate with any monitoring or review processes related to the assignment

### Reporting Misconduct

JAGO NARI encourages a safe and transparent working environment. Consultants may report any concerns related to fraud, corruption, misconduct, or safeguarding issues through appropriate reporting channels (For fraud, corruption, misconduct [head.audit@jagonari.org](mailto:head.audit@jagonari.org) and for safeguarding, [safeguarding@jagonari.org](mailto:safeguarding@jagonari.org) ). All reports will be handled confidentially.