

Appendix I: Terms of Reference

Consortium-wide Knowledge, Learning, AAP, and Communication Support for Anticipatory Action Project

- 1. Background of the Assignment:** CARE Bangladesh, in partnership with a consortium of Start Fund Bangladesh Hub INGO members under the OCHA APHF Anticipatory Action (AA) allocation, is implementing a trigger-based anticipatory action project in cyclone-prone areas of Cox's Bazar. The initiative aims to reduce humanitarian impacts through timely, pre-emptive interventions guided by the National Early Action Protocol (NEAP) and the OCHA Anticipatory Action Framework. The intervention follows a phased anticipatory action cycle comprising preparedness and readiness, trigger activation, and post-activation learning.

Given the consortium-based, multi-partner delivery model and the compressed timelines during activation, structured knowledge management, harmonized Accountability to Affected Populations (AAP) systems, and coordinated communication approaches are essential to ensure:

- Consistent accountability standards across partners
- Evidence-based learning to inform adaptive programming
- Visibility and uptake of anticipatory action approaches

In this context, the consultant/firm will play a central role in facilitating the establishment and operationalization of consortium-wide systems, learning processes, and visibility functions, in close coordination with CARE Bangladesh. The Start Fund Bangladesh Hub will provide critical technical support by streamlining common beneficiary databases, supporting MAAP tool implementation, and strengthening communication and visibility functions across partners through shared tools and systems.

- 2. Purpose of the Assignment:** The purpose of this assignment is to engage a qualified consultant/firm to:
 - Establish and operationalise consortium-wide knowledge management and learning systems
 - Strengthening Accountability to Affected People (AAP) and Community Feedback and Response Mechanisms (CFRM)
 - Support harmonized communication and visibility efforts
 - Generate evidence and learning to inform adaptive programming and broader anticipatory action discourse

The assignment will ensure that implementation, operational insights, and community perspectives are systematically captured and used for programme improvement, accountability, and knowledge sharing.

- 3. Objectives of the Assignment:** The overall objective of this assignment is to provide consortium-wide technical support to strengthen the following areas:
 - Knowledge management, learning, and evidence generation across the anticipatory action cycle
 - Harmonized accountability to affected populations (AAP) and complaint and feedback response mechanisms (CFRM) across consortium partners
 - Development and implementation of a communication and visibility strategy

- Facilitation of knowledge sharing at local, national, and global levels
- Integration of monitoring data, feedback, and communication outputs for coherent reporting and learning

The consultant/firm will ensure consistent documentation, coordination, and dissemination of anticipatory action-related outputs across implementing partners.

4. Scope of the Work: The consultant/firm will deliver the assignment across 05 interconnected workstreams:

4.1 Inception and System Design: During the inception phase, the consultant/firm will establish the foundational systems, frameworks, and tools required for effective implementation of the assignment.

Key responsibilities include:

- Develop an inception report with a detailed workplan, methodology, and implementation timeline
- Design a consortium-wide Knowledge Management and Learning (KML) framework, aligned with the project logframe, trigger mechanisms, and key learning questions
- Develop a harmonized AAP/CFRM framework, aligned with CARE guidelines and MAAP standards
- Develop a communication and visibility strategy, aligned with CARE and OCHA/APHF requirements
- Map and review existing tools and systems across consortium partners, ensuring alignment with Start Fund Bangladesh Hub systems (including beneficiary databases and MAAP tools)

4.2 Knowledge Management, Learning, and Evidence Generation: The consultant/firm will design and operationalize a structured knowledge management and learning system to capture, analyze, and disseminate evidence across the full anticipatory action lifecycle.

Key responsibilities include:

- Operationalize the KML framework to guide systematic learning and documentation
- Document the full anticipatory action cycle, including:
 - Preparedness and readiness processes (e.g. beneficiary database harmonization, coordination systems, early warning readiness)
 - Trigger activation processes (e.g. timeliness of delivery, operational coordination, bottlenecks)
 - Post-activation learning and adaptation
- Define baseline learning parameters and key indicators linked to programme performance
- Conduct field-based documentation through interviews and observations involving:
 - Affected communities (with emphasis on women, persons with disabilities, and vulnerable groups)
 - Community leaders, volunteers, and frontline staff
 - Consortium partners and implementing teams
- Capture operational insights related to:
 - Coordination mechanisms and partner roles
 - Access, inclusion, and targeting challenges
- Facilitate After Action Reviews (AARs) and structured consortium reflection sessions

- Produce high-quality knowledge products, including:
 - Case studies / success stories / impact stories
 - Thematic learning briefs (e.g. MPCG, evacuation, AAP)
 - Knowledge synthesis report
- Translate findings into actionable recommendations to support adaptive programming

4.3 Consortium-wide AAP and CFRM Strengthening: The consultant/firm will support the design and operationalization of a harmonized Accountability to Affected Populations (AAP) and Community Feedback and Response Mechanism (CFRM) across all consortium partners.

Key responsibilities include:

- Develop and operationalize a standardized AAP/CFRM framework, aligned with CARE and MAAP standards
- Design and deploy practical tools, including:
 - Feedback collection templates
 - Complaint handling and escalation procedures
 - Referral pathways (including GBV and PSEA-sensitive mechanisms)
- Support partners in establishing multi-channel, accessible feedback systems, including:
 - Community focal points
 - Hotline and phone-based systems
 - Feedback boxes and outreach approaches
- Ensure inclusion and accessibility for:
 - Women and marginalized populations
 - Persons with disabilities
 - Low-literacy groups
- Ensure integration of:
 - Protection-sensitive approaches
 - GBV and PSEA referral mechanisms
- Analyze feedback data and produce periodic AAP reports, highlighting:
 - Feedback trends and common complaints
 - Response effectiveness
 - Required programme adjustments
- Facilitate capacity strengthening sessions for consortium partners and sub-partners on AAP implementation

4.4 Communication, Visibility, and Knowledge Sharing: The consultant/firm will lead consortium-wide communication and dissemination efforts to strengthen visibility, transparency, and uptake of anticipatory action learning.

Key responsibilities include:

- Operationalize the Communication and Visibility Strategy
- Develop and produce communication outputs, including:
 - Human-interest stories and narratives
 - Photo and video documentation plans
 - Infographics and knowledge products
- Ensure all communication reflects:
 - Localization and community perspectives

- Gender, protection, and disability inclusion
 - Effectiveness of anticipatory action
- Identify and engage key audiences, including:
 - Affected communities
 - Government stakeholders
 - Donors and humanitarian coordination platforms
- Support dissemination through:
 - Consortium partners
 - Start Fund Bangladesh Hub platforms
 - National platforms (e.g. AATWG)
- Ensure compliance with CARE and OCHA/APHF branding and visibility standards
- Coordinate with CARE communications teams for quality assurance and alignment

4.5 Coordination, Data Integration, and Reporting: The consultant/firm will ensure strong coordination and integration across consortium systems to support coherent learning, reporting, and communication.

Key responsibilities include:

- Maintain regular coordination with:
 - CARE Bangladesh (lead agency)
 - Consortium partners and sub-partners
 - Start Fund Bangladesh Hub
- Review and integrate data from:
 - Monitoring systems (PDM, transaction records)
 - AAP/CFRM platforms
- Ensure alignment between:
 - Learning outputs
 - Monitoring data
 - Communication products
- Provide monthly progress updates and participate in coordination meetings
- Support CARE Bangladesh in:
 - Preparing donor reports
 - Developing knowledge products and synthesis outputs

5. Methodology: The consultant/firm will adopt a participatory, iterative and adaptive approach, including:

- Regular consultation and coordination with consortium partners
- Field visits and remote data collection, as required, to ensure contextually grounded documentation and analysis
- Engagement with affected communities and stakeholders, ensuring inclusion of women, persons with disabilities, and marginalised groups
- Review and analysis of monitoring data (e.g., PDM, AAP/CFRM feedback, and transaction records)
- Facilitation of learning and reflection processes, including After Action Reviews (AARs) and partner consultations
- Continuous adaptation of approaches and tools based on findings and implementation feedback

6. Key Deliverables: The consultant/firm will deliver the following outputs:

- Inception report including detailed workplan, methodology, and tools
- Consortium-wide Knowledge Management and Learning Framework
- Harmonized AAP/CFRM framework and operational tools
- Communication and visibility strategy
- Minimum 3–5 case studies / success stories / impact stories
- 2–3 thematic learning briefs developed post-activation
- Ongoing communication and visibility products (stories, visual materials, knowledge outputs)
- Periodic AAP analysis reports
- Final Knowledge Synthesis Report, including key findings and actionable recommendations

7. Duration: the total duration of this assignment will be across the project duration, preferably 8-10 months.

8. Roles and Responsibilities

- **CARE Bangladesh:** Overall coordination, technical oversight, approvals
- **Start Fund Bangladesh:** Provide technical support on beneficiary database harmonization, MAAP tool implementation, communication and visibility approaches, and ensure alignment using shared tools and systems across consortium partners
- **Consortium partners:** Provide data, facilitate field access, and contribute to learning, AAP, and communication processes
- **Consultant/firm:** Lead the design, implementation, and delivery of all agreed outputs, ensuring quality, timeliness, and alignment with consortium and donor requirements

9. Requirements

- Minimum 5–7 years of experience in:
 - Knowledge management and learning
 - Humanitarian programming, preferably in anticipatory action
- Proven experience in:
 - Accountability to Affected Populations (AAP) and community engagement systems
 - Documentation, communication, and knowledge product development
- Strong analytical, facilitation, and writing skills
- Experience working with multi-partner consortium and complex coordination environments
- Familiarity with forecast-based or anticipatory action programming is an asset

10. Estimated Level of Effort (Consultant Days)

Workstream	Key Activities	Estimated Days
Inception & Planning	Inception report, detailed workplan, coordination setup	5 days
Knowledge Management & Learning	Case studies, field documentation, learning briefs	20 days
AAP & CFRM Strengthening	Framework design, tools, training, analysis	15 days
Communication & Visibility	Content development, stories, visibility outputs	15 days
Coordination & Reporting	Partner consultations, data review, reporting	10 days
Final Synthesis & Closure	Final report and dissemination	5 days
Total Estimated Days		70 ays

11. Evaluation Criteria:

The ranking to evaluate is between 1 and 5, where 5 is the highest score:

- 1 Non-complying
- 2 Below Acceptable
- 3 Acceptable
- 4 Good
- 5 Excellent

SL.	Code	Criteria	Score (%)
		TECHNICAL SCORE	80%
1	A	Overall Proposal Suitability	40%
	A.1	Understanding of the assignment and quality of the proposed methodology and approach, appropriateness of data collection tools and sampling strategy	40%
2	B	Previous Relevant Work Experience	20%

	B.1	3 or more client references or testimonials of proof of work orders from similar Consortium wide Knowledge, Learning, AAP, and Communication Support. Also preferred if one has the experience to provide project-wise MEAL supports.	20%
3	C	Technical Expertise and Qualifications	20%
	C.1	Experience in knowledge management and developing communication materials i.e. leaflet, posters, banners etc.	20%
FINANCIAL SCORE			20%
4	D	Financial Proposal: The lowest technically qualified bidder receives the full marks for financial score; subsequent bidders receive proportionate lower scores, converted to 20% of total.	20%
		TOTAL	100%

12. Deliverables and Payment Schedule

Deliverable	Description	Timeline	% Payment
Inception Report	Workplan, methodology, tools for data collection and documentation	Month 1	15%
Learning Outputs (Case Studies & Briefs)	Minimum 3–5 case studies + 1–2 learning briefs	Ongoing (Post Activation)	25%
AAP/CFRM Framework & Tools	Harmonised AAP system, templates, guidance note	Month 2–3	20%
Communication & Visibility Outputs	Stories, communication materials, documentation outputs	Ongoing	15%
Final Knowledge Synthesis Report	Consolidated learning report with recommendations	End of assignment	25%