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## Terms of Reference (ToR)

Development and Operationalization of a Centralized Online-based Knowledge Management System (KMS) Focused on MEAL Data, Reporting, and Learning Documentation for Rupantar under the Organizational Capacity Development Framework Supported by “The Freedom Fund”

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### 1. Introduction

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#### Overview:

[Rupantar](#) is implementing an Organizational Capacity Development initiative with support from The Freedom Fund to strengthen institutional systems and improve organizational efficiency, accountability, and evidence-based program management. As part of this initiative, Rupantar plans to establish a centralized online-based Knowledge Management System (KMS) focused on Monitoring, Evaluation, Accountability, and Learning (MEAL) data, reporting, and organizational learning documentation. The initiative has been identified as a priority organizational capacity strengthening action under the Organizational Capacity Analysis Tool (OCAT) Capacity Building Plan developed jointly with The Freedom Fund.

The proposed KMS will support systematic collection, storage, organization, analysis, retrieval, and sharing of MEAL-related information across Rupantar’s programs and projects. The system is expected to strengthen indicator tracking, donor reporting management, document archiving, organizational learning, evidence generation, and knowledge-sharing processes through a secure and user-friendly web-based platform. The KMS will also contribute to improving data quality, institutional memory, adaptive management, and organizational decision-making by integrating standardized reporting formats, dashboards, learning repositories, and centralized documentation systems.

To implement this initiative, Rupantar intends to engage a reputed and qualified firm with demonstrated expertise in designing and developing online-based Knowledge Management Systems, particularly for development organizations, MEAL systems, and donor-funded programs. The selected firm will work closely with Rupantar’s MEAL Team, IT Unit, and relevant project teams to design, develop, customize, test, and operationalize the KMS within the agreed timeframe ending in August 2026.

#### About Rupantar:

[Rupantar](#), Rupantar, meaning social transformation, is a national non-governmental organization (NGO) in Bangladesh established in 1992. Over more than three decades, Rupantar has developed extensive experience in designing and implementing innovative and community-centered development initiatives throughout Bangladesh. The organization works across multiple thematic areas, including democracy and governance, peace building and social cohesion, climate change adaptation, disaster management, human rights, safe migration, child protection, grassroots women’s empowerment, and cultural diversity.

Rupantar is committed to unlocking human potential, empowering communities, strengthening democratic practices, promoting cultural diversity, and protecting the environment. The organization applies rights-based, participatory, and adaptive programming approaches to ensure inclusive and sustainable development outcomes. Rupantar is widely recognized for its innovative Development Communication (DevCom) approach, commonly known as the “Rupantar Method,” which utilizes cultural and participatory communication tools to promote awareness, community engagement, and positive social change.

Currently, Rupantar implements a wide range of donor-funded projects in partnership with national and international organizations, including UN agencies, bilateral donors, INGOs, and government institutions. To support effective program implementation and evidence-based management, Rupantar maintains dedicated

departments for Monitoring and Evaluation, Information Technology, Finance, Administration, Training, and Communication. The organization is now prioritizing the establishment of a centralized MEAL-focused Knowledge Management System to strengthen institutional learning, improve reporting efficiency, enhance data accessibility, and support organizational sustainability.

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## **2. Objective(s) of the Assignment**

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### **Overall Objective:**

The overall objective of this assignment is to design, develop, customize, and operationalize a centralized online-based Knowledge Management System (KMS) for Rupantar that strengthens organizational Monitoring, Evaluation, Accountability, and Learning (MEAL) systems through improved data management, reporting, documentation, analysis, knowledge sharing, and organizational learning processes.

The KMS is expected to establish an integrated and user-friendly digital platform for managing MEAL-related indicators, donor reporting formats, project documents, learning resources, dashboards, and organizational knowledge products to support evidence-based decision-making, adaptive management, institutional memory, and donor compliance.

### **Specific Objectives:**

- Define the scope, functional requirements, and technical specifications of the MEAL-focused KMS through consultation with relevant organizational units and project teams.
- Design a secure, scalable, and user-friendly KMS architecture and workflow tailored to Rupantar's MEAL processes, including indicator tracking, reporting management, document archiving, and learning documentation.
- Develop and customize a web-based KMS platform with prioritized MEAL modules such as indicator databases, reporting dashboards, project document repositories, and organizational learning repositories.
- Organize, clean, standardize, and migrate existing MEAL-related data and documents into the system in alignment with donor reporting standards and organizational data management practices.
- Conduct system testing, validation, troubleshooting, and refinement to ensure functionality, usability, data security, and compatibility with organizational requirements.
- Build the capacity of Rupantar staff through system rollout, hands-on user training sessions, and development of practical user guidelines/manuals to ensure effective and sustainable utilization of the KMS across programs and departments.

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## **3. Scope of work**

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The selected firm/consultant will be responsible for designing, developing, customizing, testing, and operationalizing a centralized online-based Knowledge Management System (KMS) for Rupantar focused on MEAL data, reporting, and organizational learning documentation. The assignment will be carried out in close coordination with Rupantar's MEAL Team, IT Unit, and relevant project teams.

The scope of work will include, but not necessarily be limited to, the following tasks:

### **A. Requirement Analysis and System Planning**

- Conduct inception meetings and consultation sessions with Rupantar management, MEAL team, IT personnel, and relevant project staff to understand organizational needs, workflows, reporting structures, and existing data management practices.
- Review existing MEAL tools, reporting formats, indicator tracking systems, donor reporting requirements, and organizational documentation processes.
- Define the scope, technical specifications, functional requirements, user roles, access permissions, hosting requirements, and system features of the KMS.

- Prepare a requirement analysis report and proposed implementation roadmap for approval by Rupantar.

#### B. System Design and Architecture Development

- Design the overall architecture and workflow of the KMS tailored to Rupantar's MEAL and knowledge management processes.
- Develop detailed system flow, user interface structure, database architecture, navigation pathways, and module integration plans.
- Ensure the system design includes user-friendly interfaces, role-based access control, search and retrieval functionality, data backup mechanisms, and secure document management features.
- Integrate provisions for indicator tracking, project progress monitoring, reporting dashboards, document repositories, and organizational learning documentation.

#### C. Development and Customization of the Web-Based KMS

- Develop and customize the online-based KMS platform based on approved specifications and organizational requirements.
- Develop prioritized MEAL-related components, including but not limited to, for example indicator database and tracking system, document and archive repository, etc.
- Ensure the platform is secure, scalable, responsive, and compatible across different devices and browsers.
- Configure hosting environment, database systems, backup mechanisms, and system security features.

#### D. Data Organization, Cleaning, and Migration

- Review, organize, clean, and standardize existing MEAL-related datasets, reports, templates, and learning documents provided by Rupantar.
- Migrate approved data and documents into the KMS while ensuring data consistency, accuracy, categorization, and alignment with donor reporting standards.
- Establish metadata structures, file categorization systems, and tagging protocols to improve document retrieval and institutional learning.

#### E. Testing, Validation, and System Refinement

- Conduct comprehensive system testing, including functional testing, usability testing, security testing, and performance validation.
- Facilitate testing sessions with Rupantar MEAL staff, project personnel, and system users to gather feedback and identify system gaps or technical issues.
- Address identified bugs, technical problems, and usability concerns through necessary refinement and customization.
- Ensure final system functionality meets agreed technical and operational requirements prior to rollout.

#### F. System Rollout, Capacity Building, and Documentation

- Deploy and operationalize the finalized KMS platform within Rupantar.
- Conduct practical hands-on training sessions for relevant staff on system operation, data entry, reporting functions, document management, and system administration.
- Develop and submit user manuals, administration guidelines, troubleshooting guides, and technical documentation in user-friendly formats.
- Provide post-deployment technical support during the initial operational phase to ensure smooth system utilization.

#### G. Coordination and Reporting

- Maintain regular communication and coordination with Rupantar throughout the assignment period.

- Submit periodic progress updates and participate in review meetings as required by Rupantar.
- Incorporate feedback from Rupantar and finalize all deliverables within the agreed timeline ending by August 2026.

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## **4. Deliverables**

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The selected firm/consultant is expected to deliver the following outputs within the agreed timeline and to the satisfaction of Rupantar:

### **a. Inception Report and Requirement Analysis**

- Conduct inception meetings and consultation sessions with relevant teams of Rupantar.
- Submit an inception report outlining the assignment methodology, work plan, implementation timeline, consultation findings, system scope, and functional requirements of the KMS.

### **b. KMS System Design and Architecture Document**

- Submit a detailed system design and architecture document covering:
  - ✓ System workflow and structure
  - ✓ Database architecture
  - ✓ User roles and access hierarchy
  - ✓ Functional modules
  - ✓ Hosting and security arrangements
  - ✓ Dashboard and reporting framework
  - ✓ Data management and backup mechanisms

### **c. Prototype/Draft Version of the KMS Platform**

- Develop and present a prototype or draft version of the online-based KMS platform for review and feedback from Rupantar.

### **d. Final Customized Web-Based KMS Platform**

- Develop and operationalize the finalized web-based Knowledge Management System incorporating feedback and required revisions from Rupantar.
- Ensure the system is fully functional, secure, user-friendly, and accessible through online platforms with all approved MEAL modules operational.

### **e. Data Cleaning, Organization, and Migration Completion**

- Organize, clean, standardize, and migrate agreed MEAL-related datasets, reports, templates, and learning documents into the KMS.
- Ensure migrated data aligns with organizational and donor reporting standards.

### **f. System Testing and Validation Report**

- Conduct system testing, troubleshooting, validation, and refinement processes with Rupantar staff.

### **g. User Training and Capacity Building**

- Conduct hands-on training sessions for designated Rupantar staff on KMS operation, administration, reporting functions, and data management processes.
- Submit training materials, attendance records, and training completion documentation.

### **h. User Manuals and Technical Documentation**

- Develop and submit an user guideline/manual along with data management and backup procedures.

### **i. Final Assignment Completion Report**

- Submit a final completion report summarizing:
  - ✓ Assignment activities conducted
  - ✓ Deliverables completed
  - ✓ Capacity-building activities conducted

- ✓ Recommendations for sustainability and future system enhancement

#### j. Source Codes and Editable Files

- Handover all relevant source codes, editable files, database structures, system credentials, design files, and technical ownership documents to Rupantar upon completion of the assignment.

All deliverables, systems, source codes, documents, and materials developed under this assignment shall remain the sole property of Rupantar.

### 5. Time frame of the assignment

Task/output	Suggested timeline
1. Inception meeting and consultation with Rupantar teams	By 15 June 2026
2. Sub-Activity 1: Define specific scope and functional requirements of the MEAL-focused KMS (indicators, reporting formats, learning documentation) through targeted consultation	By 21 June 2026
3. Sub-Activity 2: Design KMS architecture and workflow tailored to MEAL processes (indicator tracking, document repository, reporting dashboards) and	By 30 June 2026
4. Sub-Activity 3: Develop and submission and review of draft/prototype KMS platform	By 10 July 2026
5. Sub-Activity 4: Organize, clean, and migrate MEAL-related data and documents into the system ensuring consistency with donor reporting standards	By 25 July 2026
6. Sub-Activity 5: Conduct system testing, validation, and refinement with MEAL and project staff to ensure functionality and usability	By 10 August 2026
7. Sub-Activity 6: Implement KMS rollout and conduct user training, including development of practical user guidelines/manuals to ensure effective system utilization	By 20 August 2026
8. Finalization of KMS platform and submission of all deliverables	By 25 August 2026
9. Final review, approval, and assignment closure	By 31 August 2026

### 6. Qualification and Experiences of the consultant(s)

The consulting firm/service provider should demonstrate the following qualifications, competencies, and experiences to successfully conduct the assignment:

- Institutional Experience in KMS/MIS Development: Proven experience of at least 5 years in designing, developing, and implementing online-based Knowledge Management Systems (KMS), Management Information Systems (MIS), or digital data management platforms for development organizations, NGOs, INGOs, donor-funded projects, or corporate institutions.
- Expertise in MEAL and Data Management Systems: Demonstrated understanding and experience in developing systems related to Monitoring, Evaluation, Accountability, and Learning (MEAL), including indicator tracking systems, reporting dashboards, data visualization, learning repositories, and organizational knowledge management processes.
- Experience with NGO and Donor Reporting Systems: Practical experience working with donor-funded projects and familiarity with reporting and compliance requirements of international donors such as Freedom Fund, UN agencies, USAID, FCDO, EU, SDC, GIZ, or similar development partners will be considered an advantage.
- Technical Expertise in Web-Based System Development: Strong technical capacity in:
  - ✓ Web application development
  - ✓ Database management systems
  - ✓ Cloud or web hosting environments
  - ✓ User access management systems
  - ✓ Data security and backup systems
  - ✓ Dashboard and reporting tools
  - ✓ Responsive and user-friendly interface development

- Capacity in Data Migration and System Integration: Experience in organizing, cleaning, standardizing, and migrating large volumes of organizational or project-related data and documents into centralized systems while ensuring data integrity and consistency.
- System Testing and User Training Experience: Demonstrated experience in conducting system testing, troubleshooting, user validation, and delivering practical training sessions and user manuals for organizational staff.
- Qualified Human Resources: The consulting firm should have a competent technical team consisting of relevant professionals such as:
  - ✓ System Analyst/Business Analyst
  - ✓ Software Developer/Web Developer
  - ✓ Database Specialist
  - ✓ UI/UX Designer
  - ✓ MEAL or MIS Specialist
  - ✓ Quality Assurance/Test Engineer
- Proven Track Record and Portfolio: The firm must provide evidence of previous similar assignments, including samples, portfolio, completion certificates, or references from clients for developing KMS, MIS, or related digital systems.
- Legal and Administrative Compliance: The consulting firm must possess valid:
  - ✓ Trade License
  - ✓ TIN Certificate
  - ✓ VAT Registration Certificate
  - ✓ Company/firm profile
- Project Management and Timely Delivery Capacity: Demonstrated ability to manage assignments professionally and deliver high-quality outputs within agreed timelines while maintaining effective communication and coordination with clients.

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## 7. Evaluation/ Selection Criteria

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On receipt of the proposals, a designated evaluation committee of Rupantar will evaluate the submitted technical and financial proposals and make a decision regarding the selection of the consulting firm/service provider. Selection will be based on the following criteria:

Selection criteria	Scores
Understanding of the assignment, proposed methodology, technical approach, and implementation plan for developing the online-based MEAL-focused KMS	10
Proven experience in developing similar Knowledge Management Systems (KMS), MIS platforms, or online data management systems for NGOs, INGOs, or donor-funded projects	10
Technical capacity and qualifications of the proposed team members, including relevant expertise in software development, database management, MEAL systems, and user training	10
Quality of previous work, portfolio, client references, and evidence of successfully completed similar assignments	5
Proposed timeline, work plan, and capacity to complete the assignment within the specified timeframe	5
Financial proposal, including cost-effectiveness and budget justification within the approved budget ceiling	10
<b>TOTAL</b>	<b>50</b>

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## 8. Mode of Payment

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- Payment shall be made in 3 installments, subject to the successful quality control and acceptance of the deliverables by Rupantar.
- Payments will be processed via a designated bank account as per the terms outlined in the contract.

- The payment schedule may be linked with key milestones of the agreed assignment,
- The final payment will be made after receipt and approval of all deliverables, including the finalized comic, animation, and printed materials.
- VAT and Tax will be deducted at source as per the government rules and regulations.

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## 9. Other Terms and Conditions

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- The selected firm/consultant will work in close coordination with Rupantar’s designated focal person/team throughout the assignment period.
- The firm/consultant must obtain approval from Rupantar before finalizing any major system feature, workflow, or design component.
- All data, reports, documents, source codes, software components, credentials, and materials developed under this assignment shall remain the sole property of Rupantar.
- The developed KMS platform, source codes, and associated materials cannot be shared, reproduced, sold, or used for any other purpose without prior written consent from Rupantar.
- The firm/consultant shall ensure confidentiality and security of all organizational data and documents accessed during the assignment.
- The consultant/firms will be responsible for ensuring proper system functionality, security, and performance during the assignment period.
- Rupantar reserves the right to request revisions or modifications to any deliverable if found unsatisfactory or inconsistent with the agreed requirements.
- Any timeline adjustment or modification of activities shall be subject to mutual agreement between Rupantar and the selected firm/consultant.
- The consultant/firms must comply with all applicable laws, regulations, and organizational policies relevant to the assignment.
- Any changes or modifications to these terms and conditions must be made in writing and signed by both Rupantar and the vendor(s). If necessary, the timeline may be extended by mutual agreement between Rupantar and the vendor(s).
- Rupantar reserves the right to terminate the agreement in case of unsatisfactory performance, misconduct, breach of confidentiality, or failure to meet agreed deliverables and timelines.

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## 10. Application process

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Interested firms/consultants are requested to submit their Technical and Financial Proposals along with supporting documents within the specified deadline as follows:

A **brief Technical Proposal** that includes:

- Cover page with contact details of the applicant/firm (maximum 1 page)
- Table of contents (1 page)
- Introduction and understanding of the assignment, including understanding of MEAL-focused Knowledge Management Systems (maximum 2 pages)
- Description of relevant organizational experience, technical expertise, and previous assignments related to KMS/MIS/database or online platform development for NGOs, INGOs, or donor-funded projects (maximum 3 pages)
- Detailed methodology and technical approach, including:
  - ✓ Requirement analysis process
  - ✓ System design and development approach
  - ✓ Proposed technology and platform
  - ✓ Data migration strategy

- ✓ Testing and quality assurance approach
- ✓ Training and capacity-building plan
- ✓ Work plan and timeline (maximum 5 pages)
- CV(s) of key team members/consultants highlighting relevant qualifications and experiences, with at least two references from similar assignments (maximum 4 pages)
- Company/Firm profile and portfolio of similar completed assignments
- Other relevant legal and administrative documents, including:
  - ✓ Trade License
  - ✓ TIN Certificate
  - ✓ VAT Registration Certificate
  - ✓ Any other supporting documents may be attached as annexes.

**A Financial Proposal**, including:

- Detailed budget breakdown for the entire assignment, including:
  - ✓ Requirement analysis and consultation
  - ✓ System design and development
  - ✓ Hosting/configuration costs
  - ✓ Data migration and testing
  - ✓ Training and manual development
  - ✓ Technical support and final deployment
- VAT and tax must be included in the financial proposal as per Government regulations.
- The proposed budget must remain within the approved ceiling of USD 5,000 equivalent in BDT (approximately **BDT 610,000**, subject to prevailing exchange rate).

Application/proposal should be prepared in English using Calibri font, font size 11.

Interested and qualified firms/consultants are requested to submit their Technical and Financial Proposals electronically to:

[eoim@rupantar.org](mailto:eoim@rupantar.org)

[eoim.rupantar@gmail.com](mailto:eoim.rupantar@gmail.com)

Please mention “Application for Development of Online-based Knowledge Management System (KMS) for Rupantar” in the subject line of the email.

The proposal **submission deadline is 6 June 2026**. Only electronic submissions will be accepted.

For **any queries or clarification**, applicants may contact us via the email addresses above **by 25 May 2026**.