

**CARE Bangladesh**  
**Appendix I: Terms of Reference**

**Consultancy for Education Sector Analysis and Strategic Program Development**

**1. Project Summary:**

<b>Consultancy Title</b>	Consultancy for Education Sector Analysis and Strategic Program Development
<b>Project Name</b>	Education Portfolio Strategic Foundation
<b>Duration</b>	Approximately 5 Months
<b>Locations</b>	National coverage, Bangladesh
<b>Thematic Focus</b>	Learning improvement, youth skills development, and stakeholder engagement
<b>Priority Subsectors</b>	Foundational learning, non-formal education, adolescent skills-oriented learning, and teacher professionalization
<b>Target Groups</b>	Marginalized adolescents, out-of-school youth, and education sector stakeholders

**2. Introduction**

CARE Bangladesh has worked since 1949 to fight poverty and injustice with a strong focus on women and girls. The organization partners with government institutions, the private sector, and civil society to strengthen livelihoods, resilience, and inclusive systems. Building on extensive experience in community development and gender programming, CARE seeks to modernize its education portfolio to respond to national priorities and the needs of marginalized youth.

This consultancy is designed to support CARE Bangladesh in developing a forward-looking education strategy grounded in sector realities, evidence, and partnership opportunities.

**3. Background and Context**

Bangladesh has made significant progress in expanding access to education, achieving near-universal primary enrollment and gender parity at the primary level. However, improvements in learning outcomes and skills development remain limited.

**Learning Quality Challenges:** A large proportion of children are unable to achieve minimum proficiency in foundational learning, contributing to persistent learning poverty.

**Adolescent and Youth Transitions:** Many adolescents drop out before completing secondary education, while others remain outside education, employment, or training pathways. Existing initiatives demonstrate that integrated literacy, life skills, and skills-based approaches can improve outcomes for out-of-school youth.

**Skills, Values and Resilience:** There is increasing recognition of the need to integrate life skills, citizenship values, and resilience-building into education systems to support young people in navigating social and economic challenges.

**Policy Reform Context:** Bangladesh is undergoing major education reforms, including:

- National Curriculum Framework 2022
- Teacher professionalization initiatives
- Global Partnership for Education (GPE) system transformation efforts

**Strategic Opportunity for CARE:** CARE Bangladesh aims to strengthen its positioning in the education sector by:

- Identifying strategic program entry points
- Aligning with national reforms

- Leveraging donor opportunities
- Expanding programming for adolescents and youth

#### **4. Purpose of the Consultancy**

The purpose is to support the development of a forward-looking education program strategy by conducting a focused sector analysis and identifying strategic opportunities for adolescents and youth. The consultancy aims to generate actionable insights and donor-ready program concepts aligned with national priorities.

#### **5. Key Objectives**

- ✓ Conduct a focused analysis of the education sector landscape and stakeholder environment.
- ✓ Identify strategic program entry points, particularly for out-of-school adolescents and youth skills.
- ✓ Explore innovation areas and develop actionable flagship program concepts.
- ✓ Map potential partnerships and identify donor funding opportunities to support future programming.

#### **6. Key Study Questions**

- What are the emerging priorities in the national education reform agenda that CARE should align with?
- What innovative approaches can effectively support out-of-school adolescents in transitioning to productive livelihoods?
- Who are the key government, NGO, and private sector actors for strategic collaboration?
- Which donor pipelines offer the highest potential for future education resource mobilization?

#### **7. Scope of Work**

- Sector Landscape Review: Review key policies (e.g., National Curriculum Framework 2022), sector reform initiatives, and priorities related to education quality.
- Stakeholder Mapping: Identify relevant government institutions, development partners, and private sector actors.
- Program Opportunity Identification: Identify entry points for out-of-school youth skills development and resilience-oriented competencies.
- Concept Development: Draft practical concept notes (one flagship and 2-3 short notes) that provide practical guidance for the education portfolio.
- Donor Mapping: Identify 10+ funding opportunities and donor priorities.

#### **8. Methodology**

The consultancy will adopt a mixed-methods approach, including:

- ✓ Desk Review (policies, research, program documents)
- ✓ Key Informant Interviews (government, donors, NGOs)
- ✓ Stakeholder Consultations
- ✓ Analytical Frameworks (sector analysis, SWOT, opportunity mapping)
- ✓ Partnership Mapping Tools

#### **9. Key Deliverables and Timeline**

The consultancy must be completed within **5 months**.

Deliverable	Description	Timeline
<b>I. Inception Report</b>	Methodology, analytical framework, and detailed workplan	Month 1
<b>II. Landscape Note</b>	Education sector landscape (25–30 pages) and stakeholder matrix	Month 2
<b>III. Programming Options</b>	Emerging program directions and partnership engagement options	Month 3
<b>IV. Concept Package</b>	One flagship concept, 2-3 short notes, and donor pipeline (10+ opportunities)	Month 4
<b>V. Final Package</b>	Integrated report, 12-month action plan, and validation workshop	Month 5

## 10. Required Qualifications

- Advanced academic qualifications in education, social sciences, or public policy.
- Minimum 15 years of experience in education sector analysis, program design, or strategy development.
- Strong understanding of the education policy landscape in Bangladesh.
- Demonstrated experience working with international development organizations and government institutions.
- Strong analytical, writing, and facilitation skills.

## 11. Reporting & Coordination

The consultant will report to:

Senior Director – PPIQ, CARE Bangladesh and dotted line with Senior Coordinator-RM

Technical oversight:

- Program Development Unit
- MEL Unit
- Technical Leads

Regular review meetings will be conducted throughout the assignment.

## 12. Submission and Evaluation

### ***Application Requirements***

- Technical Proposal (max 5 pages)
- Financial Proposal
- CV(s) of consultant/team
- Samples of relevant work
- Two references

### ***Evaluation Weighting:***

- Technical Score (70%): Understanding of assignment (20%), Methodology and work plan (25%), Relevant experience (25%).
- Financial Score (30%): Based on the lowest bidder logic.

### ***Technical Evaluation Criteria***

The technical proposal will be evaluated based on the following criteria:

Sl	Criteria	Description	Score (%)
1	Understanding of the Assignment	Demonstrated understanding of Bangladesh's education sector, including learning challenges, youth skills development, and alignment with national	20

		priorities and CARE's strategic positioning. Clarity in interpreting the objectives and expected outputs of the consultancy.	
2	Methodology and Work Plan	Quality, appropriateness, and feasibility of the proposed methodology for sector analysis, stakeholder consultation, program development, and donor mapping. Includes clarity of analytical framework, tools, and timeline.	25
3	Relevant Experience and Expertise	Demonstrated minimum 5 years experience in education sector analysis, program design, youth development, or non-formal education. Experience working with development partners, government, and donor-funded programs. Requested to provide relevant report/ executive summary.	25

Total Technical Score: 70

👉 Minimum qualifying score: 50 in technical proposal

Only proposals meeting the minimum technical score will proceed to financial evaluation.

### Financial Evaluation Criterion:

Only the technically qualified bidders will be considered for this evaluation and the lowest bidder will be assigned with full/highest marks that is 30% and the subsequent highest bidders will get proportionate lower score out of 30%.

The total score derived from the submitted proposals (technical and financial) will be the final score and converted to the score out of 100. CARE Bangladesh also reserves the right to cancel or disqualify any proposal without explaining any reason whatsoever.

### Payment Schedule

Milestone	% Payment
Inception Report	15%
Landscape notes and concept package	30%
Final Report/Education strategy paper	55%

### 12. Management and Oversight

The consultant will work under the overall supervision of the Senior Director – PPIQ. Regular consultations will be held with senior Coordinator- RM, technical units and DCD-P will provide guidance on indicator development.

### 13. Intellectual Property

All outputs will remain the property of CARE Bangladesh. The consultant may not share or publish materials without written consent.

### 14. Ethical and Safeguarding Standards

The consultant must adhere to CARE's Safeguarding Policy, child protection requirements, and "Do No Harm" principles. All primary research must involve informed consent and maintain data confidentiality.

### 15. Penalty:

If the consultant/agency fails to provide services of any or all of the contract within the period (s) specified in the Contract / Purchase Order, the Purchaser shall, without prejudice to its other remedies under the Contract, deduct from the Contract Price / Purchase Order amount, as penalty, a sum equivalent to the percentage stated below:

SL.	Total Delay	Penalty (% to be deducted from contracted value)
1	First 5 days	2%
2	6 to 11 days	4%
3	12 to 20 days	6%
4	Above 20 days	Termination clauses may be applicable as per Purchase Order terms

Penalties will not be applied if CARE Bangladesh has officially agreed and accepted an extended completion date in writing.