

CARE Bangladesh

Women Lead in Emergencies (WLiE) Project

Appendix I: Terms of Reference (ToR)

For Hiring a Consultant to Develop a Policy Brief on Ensuring a Safe Environment in Cyclone Shelters through Meaningful Participation in Disaster Management Committees

Type of Consultancy	Individual Consultant or Consulting Firm
Title of Assignment	Development of a Policy Brief on Ensuring a Safe Environment in Cyclone Shelters through Meaningful Participation in Disaster Management Committees
Project	Women Lead in Emergencies (WLiE)
Implementing Organizations	JAGO NARI with the technical support of CARE Bangladesh
Donor	Agence Française de Développement (AFD)
Project Duration	August 2024 – July 2028
Consultancy Duration	45 calendar days (indicative; to be confirmed at contracting)
Duty Station	Home-based, with field visits to Barguna District and meetings at the CARE Bangladesh Country Office, Dhaka, as required
Contract Type	Short-term Consultancy
Reporting To	Project Manager, Women Lead in Emergencies (WLiE), CARE Bangladesh

1. Project Background

CARE Bangladesh is one of CARE's oldest and largest country offices, working for over seven decades to address the underlying causes of poverty, inequality, and social exclusion, with a particular focus on gender equality and women's leadership. To learn more, visit www.carebangladesh.org.

The Women Lead in Emergencies (WLiE) Project is a four-year initiative (August 2024 – July 2028) funded by AFD and implemented by CARE Bangladesh with JAGO NARI in Barguna District, one of Bangladesh's most climate-vulnerable coastal regions. Coordinated internationally by CARE France in partnership with CARE UK, the Institute of Development Studies (IDS), and country teams in Bangladesh, Colombia, Ethiopia, and Ukraine, the project strengthens women's leadership and meaningful participation in disaster preparedness, response, and recovery, through three results: (1) strengthened capacity of Women's Rights Organizations; (2) strengthened community women's groups leading humanitarian preparedness and response; and (3) evidence generation to influence gender-responsive humanitarian policy and practice.

Evidence from the WLiE Rapid Gender Analysis on Power and Participation (RGA-P) and baseline findings shows that women remain significantly underrepresented in formal disaster governance structures including Union Disaster Management Committees (UDMCs), Cyclone Preparedness Programme (CPP) networks, and cyclone shelter management committees and that cyclone shelters often lack adequate lighting, separate sanitation, privacy, accessible complaint mechanisms, and GBV referral pathways. While Bangladesh has a strong policy foundation (Disaster Management Act, Standing Orders on Disaster 2019, National Plan for Disaster Management), implementation gaps persist at the institutional and local level.

To address this, the WLiE Project's advocacy strategy focuses on institutionalizing women's leadership in disaster governance bodies, reducing harmful gender norms that limit participation, and promoting safe, women-friendly cyclone shelters. This policy brief is a key evidence-based advocacy output supporting that strategy, intended for use in policy dialogue, roundtables, government engagement, and media and knowledge-dissemination activities.

2. Objective of the Assignment

Overall Objective: To develop an evidence-based policy brief that informs and influences national and local policymakers to strengthen women's meaningful participation in disaster management committees and promote gender-responsive, safe, and inclusive cyclone shelters in Bangladesh.

3. Scope of Work and Methodology

The consultant will serve as CARE Bangladesh's policy research partner, combining desk review, policy analysis, qualitative field research, evidence synthesis, and technical writing, delivered through the following stages:

- i) Review and synthesize evidence generated by the WLiE Project (RGA-P, baseline assessment, monitoring data, case studies) together with relevant national policy and institutional frameworks on disaster risk reduction, cyclone shelter management, and gender equality.
- ii) Conduct qualitative primary research (Key Informant Interviews and Focus Group Discussions, detailed in Section 3) across the WLiE intervention areas to capture community and institutional perspectives.
- iii) Assess the extent of women's meaningful participation in disaster governance mechanisms (UDMCs, CPP, CMCs, Union Parishads) and analyze barriers and enabling factors for women-friendly cyclone shelters.
- iv) Develop practical, evidence-based policy recommendations aligned with national frameworks and field findings.
- v) Produce and finalize, in consultation with CARE Bangladesh, a high-quality policy brief suitable for policymakers, government officials, development partners, and civil society.
- vi) Inception: Review project documents (WLiE Project Proposal, Advocacy Strategy, Costed DIP, RGA-P, Baseline Assessment, monitoring reports, case studies) and relevant national policy instruments (Disaster Management Act, SOD 2019, National Plan for Disaster Management, BCCSAP, NAP) and international frameworks (Sendai Framework, SDGs, CEDAW, Core Humanitarian Standard, Sphere Handbook, IASC Gender Handbook). Finalize the methodology, work plan, and Policy Brief outline in an Inception Report.
- vii) Policy and Institutional Analysis: Analyze disaster governance structures (UDMCs, CPP, CMCs, Union Parishads, Department of Disaster Management) against project evidence to identify policy gaps, implementation challenges, and institutional barriers.
- viii) Primary Data Collection: Conduct 10 Key Informant Interviews (with UDMC/CMC/PP/DDM representatives, Union Parishad members, project facilitators, Women's Rights Organizations, and relevant government officials) and 3 Focus Group Discussions – one each in Barguna Sadar, Patharghata, and Taltali Upazilas – with WLiE women group members, community women, and local facilitators. The KIIs and FGDs will explore disaster experiences, shelter safety and accessibility, participation in governance, and community-led solutions. JAGO NARI will support field-level coordination and participant mobilization.
- ix) Evidence Synthesis and Comparative Analysis: Integrate findings from the desk review, policy analysis, and field consultations, drawing on relevant national and international good practice on women-friendly shelters and inclusive disaster governance to strengthen recommendations.
- x) Drafting, Validation and Finalization: Develop the draft Policy Brief and Executive Summary; facilitate one district-level validation workshop with representatives from the three selected Upazilas to validate the findings and policy recommendations; revise the draft based on the feedback received during the district-level validation; facilitate one validation workshop at CARE Bangladesh Head Office with CARE technical staff and relevant stakeholders to review the revised draft; incorporate all final feedback; and submit the approved Policy Brief and Executive Summary in both English and Bangla (see Section 4), together with professionally designed, print-ready, and editable source files.

Throughout the assignment, the consultant shall apply an evidence-based, participatory, gender-transformative, and Do No Harm approach, with informed consent, confidentiality, and quality assurance through regular review with CARE Bangladesh.

4. Expected Deliverables

The consultant shall submit the following deliverables during the consultancy period:

No.	Deliverable
1	Inception Report – methodology, work plan, stakeholder engagement and data collection plan, Policy Brief outline
2	Evidence Review Summary and Policy Gap Analysis Matrix
3	Draft data collection tools (KII and FGD guides) for CARE Bangladesh review and approval.
4	Primary Data Collection Report, summarizing findings from 10 KIIs and 3 FGDs
5	Draft Policy Brief and Executive Summary
6	Presentation of draft findings to CARE Bangladesh (PowerPoint)
7	Final Policy Brief with 1-page Executive Summary, in both English and Bangla, incorporating CARE Bangladesh's feedback
8	1 Field-level validation workshop (with local stakeholders from the three selected Upazilas) and 1 CARE Bangladesh Head Office validation workshop (with CARE technical team and relevant stakeholders).
9	Print-ready design and printed copies of the final Policy Brief, plus editable source files and print-ready PDFs, in English and Bangla

Minimum production specifications for the final Policy Brief:

- Length: 6 pages in total, including:
 - 1 page Policy Brief Summary on the first page highlighting the key findings and policy recommendations.
 - 4 pages of main policy brief content.
 - 1 page dedicated to visual infographics on the last page (e.g., Women-Friendly Space model, cyclone shelter governance structure, key statistics, or other relevant illustrations).
- Paper size: A4 (to be confirmed by CARE Bangladesh).
- Paper quality: Multi-colour print; cover and back cover on 300 gsm high quality art paper (can be recycled paper) and inner pages on 170 gsm high quality matte, with matte lamination (or equivalent quality consistent with CARE Bangladesh branding guidelines).
- Number of printed copies: 200 copies in English and 200 copies in Bangla (400 copies in total), subject to confirmation by CARE Bangladesh.
- Binding: Saddle stitch.
- Language: The final Policy Brief shall be produced in both English and Bangla, maintaining a consistent layout, design, and visual identity across both versions.
- Design: The final page should include professionally designed infographics and visual illustrations. The logo, font, color palette, and other branding aspects must adhere to CARE Bangladesh's branding guidelines.

5. Suggested Policy Brief Structure and Quality Standards

To ensure consistency, quality, and relevance for policy and advocacy use, the final Policy Brief should include, at minimum: Title; Executive Summary; Background and Context; Methodology; Problem Statement; Key Findings; Policy and Institutional Analysis; Policy Gaps and Implementation Challenges; Good Practices and Emerging Lessons (where applicable); Evidence-Based Policy Recommendations; Conclusion; References; and Annexes (if required).

All deliverables shall be: evidence-based and analytically rigorous; grounded in both project evidence and the primary field consultations; practical and actionable; aligned with the WLiE Advocacy Strategy and relevant national frameworks; written in clear, professional, non-technical language (English and Bangla)

with appropriate citations; consistent with CARE Bangladesh and donor branding guidelines; submitted in editable and PDF formats; and original, publication-ready work.

6. Indicative Timeline

The consultancy is expected to be completed within 45 calendar days of contract signing. The timeline below is indicative and may be adjusted by mutual agreement, depending on stakeholder availability and field conditions.

Phase	Timeline	Key Deliverable(s)
1. Inception	Week 1	Inception Report
2. Desk Review & Policy Analysis	Week 2	Evidence Review Summary; Policy Gap Analysis Matrix
3. Primary Data Collection	Week 3	Approved KII/FGD guides; Primary Data Collection Report
4. Drafting	Weeks 4–5	Draft Policy Brief and Executive Summary
5. Validation & Finalization	Week 6	Conduct two validation workshops (one field-level and one at CARE Bangladesh Head Office), Final Policy Brief (English & Bangla), design and print-ready files

7. Minimum Qualifications and Experience

Experience	Minimum 7 years of professional experience in policy research, policy analysis, advocacy, disaster risk reduction, humanitarian programming, or gender equality, with a proven track record of developing policy briefs, papers, or advocacy documents; demonstrated experience designing and conducting qualitative research (KIIs, FGDs); experience working with government institutions, INGOs, UN agencies, or women's rights organizations.
Technical Knowledge	Disaster Management Act, Standing Orders on Disaster, National Plan for Disaster Management, disaster governance structures (UDMCs, CPP), gender-responsive DRR, qualitative research methods, and policy analysis and writing.
Skills	Strong analytical and policy-writing skills; excellent English writing and editing; fluency in Bangla for conducting KIIs/FGDs and translating findings; strong facilitation and stakeholder engagement skills.
Desirable	Prior experience with CARE or other INGOs; experience in Bangladesh's coastal and disaster-prone districts; relevant publications on gender, disaster management, or public policy.
Team Composition (for firms)	Team Leader/Lead Consultant (primary point of contact and quality owner), Qualitative Research Specialist, Policy and Governance Specialist, and Field Researchers, as applicable.

8. Evaluation Criteria

Consultant(s)/firms will be evaluated based on combined technical and financial scores, weighted 80:20 respectively. Technical and financial proposals must be submitted as separate documents.

Technical Criteria	Description	Max Score
A. Understanding of the Assignment and Proposed Methodology	Understanding of the assignment and WLiE Project context (10);	30

	quality and feasibility of the proposed methodology, including desk review, policy review, KIIs/FGDs, evidence synthesis, and brief development (20)	
B. Relevant Experience: Provide supporting 3 - 5 documents (Purchase order/ Work completion certificate/ Evidence document i.e. report)	Experience developing policy briefs/papers or advocacy documents (10); experience conducting qualitative research and stakeholder consultations (10); experience working with government, INGOs, UN agencies, or development partners (10)	30
C. Technical Expertise	Educational qualifications and relevant technical expertise (10); knowledge of DRR, disaster governance, gender equality, and Bangladesh's policy environment (10)	20
Total Technical Score		80
Financial Criteria	Financial Proposal: The lowest bidder receives the full marks for financial score; subsequent bidders receive proportionate lower scores, converted to 20% of total.	20

9. Terms of Payment

Installment	Milestone	Payment
1st	Approval of the Inception Report, methodology, work plan, and completion of the desk review	20%
2nd	Completion of 10 KIIs and 3 FGDs; submission of the Primary Data Collection Report, Policy Gap Analysis Matrix, and Draft Policy Brief	30%
Final	Approval of the Final Policy Brief (English and Bangla), Executive Summary, and all final deliverables	50%

Payments shall be made in Bangladeshi Taka (BDT) in accordance with CARE Bangladesh's financial procedures and applicable Government of Bangladesh VAT and Tax regulations.

Penalty Terms:

If the consultant/agency fails to provide services of any or all 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:

SI No.	Total Delay	% to be deducted on the contracted value
01.	First 5 days	2%
02.	From 6 to 11 days	4%
03.	From 12 to 20 days	6%
04.	Above 20 days	The termination clause may be applicable as per terms of PO

****Deduction of the penalty amount will not be applicable in case if any extended completion time/ period is officially agreed and accepted by CARE Bangladesh after the completion date mentioned in PO.**

10. Reporting and Coordination

The consultant will report to the Project Manager, Women Lead in Emergencies (WLiE), CARE Bangladesh, and will work closely with the Program Associate – Advocacy, the Advocacy and Communications Team, the MEAL Team, Technical Advisors, and JAGO NARI representatives.

- CARE Bangladesh will: provide technical guidance; share relevant project documents; review and approve research tools and key deliverables; and consolidate technical feedback on draft outputs.

- JAGO NARI will: coordinate field-level implementation; mobilize participants for the KIIs and FGDs; and facilitate access and logistics in Barguna Sadar, Patharghata, and Taltali.
- The consultant is responsible for the overall technical quality of the assignment and timely submission of all agreed deliverables.

11. Ethical Considerations, Data Management and Confidentiality

The consultant shall comply with CARE Bangladesh's policies on safeguarding, responsible data management, research ethics, and confidentiality throughout the assignment, ensuring:

- Informed and documented consent is obtained from all KII and FGD participants, and participation is voluntary.
- Appropriate safeguarding measures are applied when engaging women, girls, persons with disabilities, and other vulnerable groups, in line with Do No Harm principles.
- Personal information is anonymized unless explicit written consent has been obtained, and all data are securely stored and shared only with CARE Bangladesh.
- All project information obtained during the assignment is kept strictly confidential, both during and after the consultancy, and disclosed to third parties only with CARE Bangladesh's prior written authorization.

12. Intellectual Property

All reports, policy briefs, datasets, analytical tools, and other materials developed under this consultancy shall remain the sole property of CARE Bangladesh. The consultant shall not publish, reproduce, distribute, or use any outputs without prior written approval. CARE Bangladesh reserves the right to revise, translate, publish, and disseminate the Policy Brief and related materials for programme, advocacy, and knowledge-management purposes.

13. Risk Management

The consultant shall identify potential risks that may affect implementation – including natural disasters, political unrest, public health emergencies, and delays in stakeholder availability or field data collection – propose mitigation measures, and promptly communicate any significant deviation from the agreed work plan to CARE Bangladesh for approval.

14. General Terms and Conditions

- CARE Bangladesh reserves the right to accept or reject any proposal without assigning a reason; submission of a proposal does not guarantee award of the consultancy.
- CARE Bangladesh may negotiate the scope of work, timeline, methodology, and budget with the selected consultant before contract signing.
- Any actual or potential conflict of interest must be declared at the time of application.
- The selected consultant shall comply with CARE Bangladesh's Code of Conduct, Safeguarding Policy, Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy, Anti-Fraud Policy, and all applicable laws and research ethics requirements.

15. Application Process

Interested consultants (individuals or consulting firms) are invited to submit the following documents as separate Technical and Financial Proposals. Late or incomplete applications may not be considered.

Technical Proposal:

- Cover letter expressing interest and understanding of the assignment.
- Detailed methodology, including the approach to desk review, policy and institutional analysis, the 10 KIIs and 3 FGDs, data analysis, and policy brief development.
- Detailed work plan and timeline.
- Description of relevant experience, CV(s) of the consultant(s), and at least two samples of similar policy briefs or research reports.

- Contact details of three professional referees.

Financial Proposal:

- A detailed budget in Bangladeshi Taka (BDT), covering professional fees; travel and accommodation; field data collection costs for the 10 KIIs and 3 FGDs (noting that JAGO NARI will support field-level coordination, participant mobilization, and logistics); data processing and analysis; VAT and Tax; and other associated costs.