

CARE Bangladesh

Terms of Reference (ToR)

For Hiring a Firm/Resource Person to provide Entrepreneurship Development and Business Training for women entrepreneurs/potential participants

Project Summary:

Type of consultancy	CARE Bangladesh, under the Oporajita Phase II project funded by the H&M Foundation will hire a consulting firm/organization/resource person to train up 260 women entrepreneurs/potential participants on Entrepreneurship and Business Development training.
Name of the project	Collective Impact on Future of Work in Bangladesh (Oporajita Phase-II)
Project Start and End dates	1 st March, 2025 – 31 st Dec 2027
Duration of the consultancy:	12 st August, 2026 – 30 th September 2026
Project locations:	Tongi, Konabari, Hemayetpur and Savar
Donor	H&M Foundation
Lead Implementer	CARE Bangladesh
Estimated project participants	18000 individuals
Overall objective of the project	<i>Women garment workers are ensured a just transition as they are prepared for a future shaped by automation, gaining greater agency to lead secure, dignified, and fulfilling lives with enhanced economic opportunities in a climate-resilient and low-carbon environment.</i>

Project Background/introduction:

Introduction:

CARE is a leading international humanitarian organization fighting global poverty and injustice, with a special focus on working with women and girls. Founded in 1949, CARE Bangladesh is one of CARE's oldest and largest country offices. Placing women and girls at the centre of our work enables us to tackle the root causes of poverty and inequity among Bangladesh's rural and urban populations. Working with over 100 partners and reaching millions of beneficiaries, CARE Bangladesh creates lasting change by strengthening marginalized, excluded, and extremely poor communities, building their resilience to shocks, and amplifying their voices to influence governance, public policy, and development planning and practices. We work with the government, civil society, and the private sector to implement a holistic program that encompasses livelihoods and household security, health and hygiene, nutrition, governance, small enterprise development, disaster and climate risk reduction, and emergency response. Looking forward into the future and taking into consideration anticipated changes in the country context, CARE Bangladesh has identified emerging issues and position itself to be a leader in addressing new developmental challenges such as youth and skills development,

climate change, and gender equality and to make a greater impact on the communities CARE Bangladesh serves. CARE Bangladesh also believes that the emerging focus areas have the potential to strengthen partnerships with different stakeholders and to position CARE to stay competitive and responsive to changing contexts and needs. To learn more, visit www.carebangladesh.org

As part of its long-standing commitment to gender equality and inclusive development, CARE Bangladesh is implementing the Collective Impact on the Future of Work – Oporajita Phase 2, which aims to prepare women garment workers for a future shaped by automation and climate change. Building on the success of Phase 1, the project envisions a just transition where women are empowered to lead secure, dignified, and fulfilling lives in a climate-resilient, low-carbon environment.

Implemented in collaboration with private sector partners and technical experts, the project seeks to create systemic shifts within factories and communities to advance gender justice and climate resilience. It directly supports women's economic empowerment by strengthening their leadership, voice, and agency, while addressing structural discrimination, harassment, and the worsening impacts of climate change in the workplace.

The project is organized around two interlinked sub-goals:

Sub-goal #1: *Supported women in driving the agenda for lasting transformative change in the domain of violence against women and climate resilient.*

Sub-goal #2: *Enhanced responsiveness in factories and communities towards nondiscriminatory relationships and climate adaptation/resilience.*

Key Participants, Target, and Impact Groups:

Type of Participant	Direct
<i>Current female RMG workers</i>	9000
<i>Former female RMG workers who may have recently lost their jobs</i>	9000
<i>Members from female RMG worker families (including spouses)</i>	7500
Total	25,500

Background of the consultancy:

A key innovation under Oporajita Phase II is the transformation of Women-Friendly Spaces (WFS) into Women Cafés—community-based, economically self-sufficient, women-led social enterprises that combine safe spaces for dialogue and services with sustainable business models. These cafés aim to extend the impact of WFS beyond the project lifecycle by providing income-generating services and training, access to information, and linkages to markets and finance. There is an intervention to provide entrepreneurship and business development training for 260 enthusiastic women under the Women Friendly Spaces, who will receive trade-based training at the later part. The women will be part of the Women Café and will run their businesses/enterprises

either independently or jointly. The project will facilitate the women cafe for the sustainability of the initiative.

The Oporajita Phase-II project, led by CARE Bangladesh, seeks to establish a transformative model of resilience and empowerment by engaging women garment workers through Women-Friendly Spaces (WFS). These safe, inclusive community hubs offer opportunities for dialogue, learning, and leadership development.

In the current socio-economic context, entrepreneurship development and business training are essential for enhancing employability, fostering self-reliance, and creating sustainable livelihood opportunities. To equip participants with the knowledge and practical skills required to succeed in today's competitive market, business development training will be provided to a total of 260 participants across four locations. The training will be conducted over five consecutive days as a full-day training program. However, the number of participants, locations, and implementation arrangements may be adjusted based on project priorities, context and emerging needs. The detailed training plan and participant distribution are outlined below.

Tentative Training Plan:

Name of Training	Name of Center and Location				Total	Timeline/ Remarks
	WFS 1 (Tongi)	WFS 2 (Konabari)	WFS 3 (Hemayetpur)	WFS 4 (Narayanganj)		
1. Entrepreneurship Development and Business Training (Entrepreneurship and Entrepreneur Development, Business Fundamentals, Market Survey and Feasibility Analysis, Business Laws, VAT, Tax, and documentation, Business Costing and Pricing, Financial Literacy, Capital Mobilization and Loan Application, Digital Marketing, Product Sales and Market Linkage, Business Plan Preparation and Presentation)	65	65	65	65	260	The training and final report will be completed by 30 th September 2026
Total	65	65	65	65	260	

Note: In the 5 days entrepreneurship development and business training allocate at least **one full day** to **Product Sales and Market Linkage** to strengthen participants' marketing and business development skills.

Training venue, Food and Logistics and provide Transportation cost for the participants (equipment, training materials, Certificate, etc.): Suitable Training venue will be arranged locally at nearby women friendly space or other available venue by the consultant/consulting firm in consultation with the project team. The firm/consultant will arrange good quality appropriate food for participants, and all logistics, training certificates and equipment required for the training.

The material list is given below (This list will be changeable as per need based)

Sl.N	Item	Unit	Quantity per Center	For 4 WFS Center	Remarks
1	Handout Printing	Participant	65	260	Materials
2	Flip Chart Pad	Pad	2	8	
3	Brown Paper	Pack	1	4	
4	Marker	Piece	10	40	
5	Pen	Piece	65	260	
6	Notepad	Piece	65	260	
7	File	Piece	65	260	
8	Name Card	Piece	65	260	
9	Masking Tape	Roll	2	8	
10	Glue	Piece	3	12	
11	Banner	Piece	1	4	Cloth Banner
12	Venue	Days	15	60	Per center batch-3, Training-5 days, Total center-4
13	Food (Chicken Biryani, egg, Soft drink 250ml)	Persons	325	1300	Per Center-65, Training Day-5, Total center-4
14	Morning Snacks	Persons	325	1300	Per Center-65, Training Day-5, Total center-4
15	Trainer Fees	Days	5	20	
16	Local Convenience	Persons	325	1300	Per Center-65, Training Day-5, Transportation per day-50, Per person-250 tk. for 5 days

Training modality: The firm/consultant shall deliver the training in batches, ensuring that each batch consists of 20 to 25 participants. Each batch will be 5 days long but not limited to this; it may vary based on module. The training will continue at a time under 4 WFS. The firm/consultant will deploy multiple experts to conduct the training simultaneously in different locations. The consultant will conduct pre and post-test evaluation or competency assessment of the training.

Timeline: The training and final report will be completed by 30th September 2026.

Objectives of the Consultancy Assignment:

- Contextualize the module for the entrepreneurship development business training (from the resource organization/person)
- Provide entrepreneurship development business training to the 260 participants as per the above-mentioned plan.
- Improve knowledge and strengthen capacity of entrepreneurship and business management of the participants to run the business independently or jointly
- Ensure documentation on entrepreneurship development business training.

Scope of Work:

- The consultant will first conduct a Training Need Assessment (TNA) to understand the knowledge and skills gaps in respect of entrepreneurship and business development.
- The consultant will develop user and reader friendly good quality module for the training.
- The consultant will conduct 'Entrepreneurship Development and Business training for the 260 participants From among these participants, 240 will be selected to receive Trade-Based Training at the later part from the project. The Consultant will arrange suitable, safe, and accessible venues for the five (05)-day long Entrepreneurship Development and Business Training for 20 to 25 participants per batch. If required, the Consultant will also arrange exposure visits.
- The firm/consultant will arrange food for participants, transportation costs and all logistics and equipment required for the training.
- The consultant will conduct hands-on practical training sessions at the community level.
- The consultant will ensure participatory, inclusive, and gender-sensitive approaches.
- The consultant will provide demonstrations and supervised practice sessions.
- The consultant will assess trainees' competency through practical evaluations.
- The consultant will deliver all sets of training modules in Bangla under each WFS.
- The consultant will arrange and provide training completion certificate. The consultant will design the certificate, branding and content will be reviewed and finalized in consultation with CARE.
- The consultant will deliver detail training report at the end of 30th September.

Location:

- Hemayetpur, Savar, District- Dhaka
- Pollibidut, Kashimpur, District- Gazipur
- Noyabari, Tongi, District- Gazipur
- Fatullah, District- Narayanganj

Methodology:

The consultant/service provider organization will use a collaborative, step-by-step approach to ensure preparedness:

1. Inception: The consulting firm/consultant will do desk review and meet with CARE project team to understand the context of the project and perspective of the training.
2. Engagement: The firm/consultant will work dedicatedly with the business & market team of the project and technical person at WFS and ensure team's interaction.
3. Preparation: The firm/consultant will work on contextualizing and developing/customizing the module/training materials outlining the appropriate contents for delivering the training.
4. Execution: The firm/consultant will conduct the entrepreneurship development business training and follow-up.
5. Closure: The firm/consultant will submit the completion reports along with the final modules and other associated training documents (attendance sheet, good quality photos, assessment records, etc.)

Note: CARE Bangladesh may hire one or multiple organization/individuals.

Preferred expertise /Team composition for this Assignment:

- Extensive experience in designing and delivering proposed training programs across multiple sectors in a gender-sensitive manner.
- Experience in community mobilization and ability to conduct training in proposed locations Ready-to-Deploy training modules availability of structured, curriculum-aligned training modules for the specified subject, including lesson plans, practical exercises, assessment tools, and trainee manuals.
- Access to a wide range of diversified training resources including certified trainers, modern training aids, workshop equipment, digital learning materials, and industry partnerships to ensure high-quality skill delivery.
- Timely Consultancy Execution Demonstrated capacity to plan, implement, and complete consultancy assignments within stipulated timelines while maintaining quality standards.
- Proven Track Record of Consultancy Completion Documented evidence of successfully completed consultancy projects, including completion certificates, client testimonials, performance reports, and impact assessments.
- Women trainers are preferred.

Timeline and Tasks Plan Tasks

Timeline and Tasks Plan Tasks	Timeline
Desk review and inception report submission	By 30 th August 2026
TNA questionnaire sharing with CARE team	
Sharing feedback on the TNA questionnaire from CARE team to the firm/consultant	
Sharing final TNA questionnaire to CARE	
Conduct TNA	
Share TNA report and findings	
Develop/customize module and training materials based on TNA findings	
Conduct Entrepreneurship Development and Business Training 1 st slot (01 to 04 Batch)	By 30 th September 2026
Conduct Entrepreneurship Development and Business Training 2 nd slot (05 to 12 Batch)	
Sharing draft training report to CARE	
Sharing CARE's feedback to the firm/consultant on the draft report	
Submit final report as per the agreed upon contents and all modules/training materials	

Key Deliverables:

SI	Key Deliverables	Timeline
1.	Deliverables 1: Inception Report	By 30 th August 2026
2.	Deliverables 2: Training Need assessment (TNA) Report.	
3.	Deliverables 3: Completing 04 batch out of 12 batches of Entrepreneurship Development and Business Training	
4	Deliverables 4: - Completing rest of 08 batch 100% of training including the training module/materials and equipment. - Submit the final training completion with all attendance sheets.	By 30 th September 2026

Evaluation Criteria:

The consultant will be evaluated based on the following weight: 100 marks.

- Technical Score: 80%
- Financial Score: 20%

Technical Evaluation Criteria: (Score is 80%)

Based on the Terms of Reference (ToR) for Entrepreneurship Development and Business Training under the Oporajita Phase II project, the following selection criteria are recommended for evaluating consultancy firms or consultants.

Sl. No	Selection Criteria	Description
1	Organizational Experience	Minimum 3–5 years of proven experience in conducting Entrepreneurship Development, Business Development, Livelihood, or Skills Development training for NGOs, INGOs, Government, or the private sector.
2	Relevant Training Experience	Successfully completed similar assignments involving entrepreneurship, business management, financial literacy, market linkage, or women's economic empowerment.
3	Training Methodology	Demonstrated participatory, practical, and gender-sensitive training approach, including hands-on exercises, case studies, business simulations, and competency assessment.
4	Module Development Capacity	Ability to develop or customize high-quality reader friendly Bangla training modules, participant handbooks, facilitator guides, presentations, and assessment tools based on the TNA findings.
5	Training Need Assessment (TNA)	Proven experience in conducting TNA and using findings to design context-specific training curriculum.

	Experience	
6	Logistics & Operational Capacity	Capacity to arrange suitable inclusive training venues (considering gender sensitivity), food, transportation support, training materials, certificates, equipment, and simultaneous implementation across four locations at sub-district or community level
7	Team Composition	Availability of a multidisciplinary team including Team Leader, Business and Market Development Trainer(s), Entrepreneurship Expert, and Training Coordinator with relevant qualifications and experience.
8	Past Performance	Positive client references, completion certificates, or performance evaluations from previous consultancy assignments.
9	Financial & Administrative Capacity	Valid trade license, TIN, BIN/VAT registration (if applicable), audited financial statements, and ability to manage the assignment within the proposed budget and timeline.
10	Safeguarding & Gender Compliance	Commitment to CARE Bangladesh's safeguarding, gender equality, inclusion, confidentiality, and ethical standards.
11	Timely Delivery Capacity	Demonstrated ability to complete consultancy assignments within agreed timelines while maintaining quality standards.

Technical Evaluation Matrix (80 Marks)

Criteria	Marks	Scoring Basis
Relevant organizational experience	20	1–2 years = 5 Marks; 3–4 years = 10 Marks; 4–5 years = 15 Marks; 5 years+ = 20 Marks
Experience in similar entrepreneurship/business training	20	1–2 similar assignments = 5 Marks; 3–4 assignments = 10 Marks; 5–6 assignments = 15 Marks; 7+ assignments = 20 Marks
Quality of proposed methodology and work plan	15	Average = 5 Marks; Fair = 8 Marks; Good = 11 Marks; Very Good = 13 Marks; Excellent = 15 Marks
Training module and TNA approach	15	Average = 5 Marks; Good = 7 Marks; Very Good = 10 Marks; Excellent = 15 Marks
Qualification and experience of trainers/team	10	1–3 years relevant experience = 5 Marks; 4–6 years = 7 Marks; 7years+= 10 Marks
Total Technical Score	80	

Financial Evaluation Criterion: (Score is 20%)

Only the participated bidders will be considered for this evaluation, and the lowest bidders will be assigned with full/highest marks that are 20 and the subsequent highest bidders will get proportionate lower score out of 20.

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

CARE's Responsibilities:

CARE will be responsible for providing overall coordination and technical guidance throughout the consultancy process. This includes reviewing the proposed methodology, session outlines, and draft versions of the manual to ensure the content aligns with the project's objectives and quality standards. CARE will verify that all processes and deliverables adhere to organizational policies on safeguarding, gender equality, and responsible data management, as well as meet relevant standards set by CARE's program quality frameworks, and branding guidelines. The team will support the consultant in accessing relevant documents, facilitating field-level inputs, and providing feedback at key stages of development. CARE will provide a list of training participants and ensure their participation on time at the training.

Application process:

If you are interested and feel competent to carry out this very exciting consultancy work, please submit your technical and financial proposal in two separate documents:

Technical Proposal:

1. Resume and profile of the team lead and team members with previous and ongoing client lists, indicating Level of Effort (LoE) of each team member for this assignment
2. A one-page application letter of expression of interest
3. Set of documents mentioned in the Technical Evaluation Criteria
4. Detailed Technical-narrative proposal with clearly outlined methodology, timeline, assessment approach and techniques
5. Cover page of the modules of entrepreneurship development training

Financial Proposal:

1. Filled up Financial Proposal that outlines the fees and associated costs including govt. circulated VAT & TAX and provide budget notes.

Applications not including all of the above information will not be reviewed. CARE Bangladesh is an equal opportunity employer.

Terms of Payment:

The Consultant will be paid as per the following schedule:

PAYMENT MATRIX	
Deliverables	% on total Purchase Value
Approved submission of Deliverable 1 to 3	80%
Approved submission of Deliverables 4	20%

Payments in local currency will be paid as per standard procedure. There will not be any scope to pay in advance before starting work. Consultants/ consultancy firm shall provide CARE Bangladesh with periodic and final invoice statements indicating services performed, expenses incurred, past payments made, and any other information CARE Bangladesh shall

reasonably request. Consultants/ consultancy firm shall provide a final invoice statement whenever requested by CARE Bangladesh up to sixty (60) days after the date set for the completion of the services in this SOW.

CARE Standard Payment Terms are 30 days from receipt of goods or service and accurate & complete invoice acceptable to CARE Bangladesh.

Penalty Terms:

If the consultants/ consultancy firm 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 7 days	2%
02	From 10 days	5%
03	From 10 days	3%
04	Above 27 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.

Managing Unexpected Situations:

The contractor must keep this in their prime consideration how to manage deliverables in case of unexpected situations, including but not limited to strikes, political uprising, natural disaster, or other contextual circumstances which may affect the Baseline Study. They should keep contingency plans and alternatives without compromising the overall quality, purpose, and timeline for this study.

Intellectual Property Rights

CARE Bangladesh's copyrights are reserved for every dataset, report, and strategy document generated by the consultant during the consultancy period for the said purpose. The consultant may not share these documents or use the evidence without informing CARE Bangladesh in writing. All documentation and anonymized datasets resulting from this study will be submitted to Donor's Development Experience Clearinghouse, in line with the terms for funded activities.

Ethical Considerations

- **Participatory:** The consultants are expected to create conditions to ensure the true participation of respondents in data collection and validation processes, as well as the engagement of representative samples of participants.
- **Inclusiveness:** Ensure that participants from different ethnic, social, and religious backgrounds have the chance to participate, as well as those living with disabilities and

who may be excluded or discriminated against in their community.

- **Ethical:** The research must be guided by the following ethical considerations:
 - Informed consent: The consultant will be required to explain the purpose of collecting the data, how it will be utilized, and the risks/ benefits involved to the respondents, who will have the right to refuse to participate in interviews or to terminate the interview at any time.
 - Systematic inquiry: Consultant conducts systematic, data-based inquiries.
 - Integrity/honesty: The consultant displays honesty and integrity in their own behavior and attempts to ensure honesty and integrity of the entire study process.
 - Safeguarding – demonstrating the highest standards of behavior towards participants, particularly those at risk due to marginalized conditions.
 - Sensitive – child rights, gender, inclusion, linguistic diversity, and cultural contexts.
 - Openness - of information given to the highest possible degree to all parties involved.
 - Confidentiality and data protection - measures will be put in place to protect the identity of all participants and any other information that may put them or others at risk.
 - Public access - to the results when there are no special considerations against this.
 - Broad participation - the relevant parties should be involved where possible.
 - Reliability and independence - It is expected that:
 - Data collection methods will be age, gender, and disability appropriate.
 - Ensure a safe, creative space for data collection where respondents feel that their thoughts and ideas are important.
 - A risk assessment will be conducted that includes any risks related to the participation and responses of young people from diverse gender identities, disability status, ethnic and social background.

Special Terms and Conditions related to submission of this tender:

1. Financial and technical proposal soft copy should be submitted in two separate documents.
2. Soft copy submission: no late submission is going to be considered for evaluation. Rather it will be considered disqualified unless otherwise a common valid reason is applicable for all other participants and considered by the procurement committee.
3. Timely submission by e-mail must be maintained very strictly as well. To avoid any unnecessary hassle due to network quality or jamming, it is requested to submit the proposal minimum 02-03 hours before the time expires. However, if any sender sent their document at the right time but it reached us after the mentioned submission time will also be disqualified.
4. In the case of soft copy submission, please submit proposals to the correct email mentioned in the Request for Proposals (RFP).
5. You are requested to submit your proposal or financial offer in your company letter head pad or if it is on a white page then with company seal and sign.
6. Any kind of solicitation or effort to bribe any current CARE Bangladesh staffs is not going to be entertained to get any special facility. Rather, reporting of similar kinds of activities will be dealt with severely, and the proposals shall not be considered.

7. CARE Bangladesh (BD) does not require to receive any payment in cash or in kind for including a vendor to its Approved Vendor List, invite to submit quotation or for final selection as a supplier for goods and services. Likewise, it also strictly prohibits its employees from demanding such payment from a vendor or involvement in any form of conflict of interest. In case of any attempted request for such kind of payment from any employee, as a vendor, you are kindly requested to send a complaint to CARE BD Country Director (CD) at an email account BGDProComplaint@care.org, or any of CARE BD's senior leaders. Please label the email "confidential & privileged". Any proposals submitted to the complaints email will be treated as spam and the sender will be blocked which will mean they will not be considered in the future for any submission. Moreover, the Vendor hereby declares and confirms that it and its employees do not attempt to make such unlawful payment directly or indirectly to CARE employee or allow involvement of CARE employee in any activity that led to any form of conflict of interest. Such an unlawful attempt and involvement shall be a ground for disqualification and blacklisting of the vendor and cancellation of any existing order.
8. The terms and conditions mentioned here shall remain the same in the final agreement document.
9. CARE Bangladesh reserves the right to accept or reject partially or fully any or all quotations without assigning any reason whatsoever. CARE Bangladesh may not select the lowest bidder, if the quality, specifications etc. are not up to the mark and not bound to provide any explanation about the selection process.

Proposal Submission:

Interested consultancy firms are invited to submit their proposals by "Data". Proposals should include a detailed methodology, work plan, timeline, and budget estimate.

Contractual Arrangements:

The selected Consultant / consultancy firm will enter into a formal agreement with CARE Bangladesh outlining the terms, conditions, and payment schedule.