

Terms of Reference

For Hiring a Consultant/ firm

Baseline Survey — JAGORON Project

Project Summary

Type of Study	Baseline Survey for the project "JAGORON"
Project Title	JAGORON
Implementing Organisations	CARE Bangladesh (Technical Partner) & SOS Children's Villages Bangladesh (Consortium Lead)
Donor Organization	SOS Children's Villages Worldwide e.V
Geographic Coverage	Khulna and Gazipur Districts, Bangladesh
Project Duration	January 2026 – December 2028 (3 Years)
Baseline Completion Deadline	June 2026
Overall Objective	CARE Bangladesh seeks to recruit a national consultant with demonstrated expertise in monitoring, evaluation and research to conduct the baseline survey of the JAGORON project. The consultant will establish baseline values for key project indicators related to youth economic empowerment, skills development, and enabling environment for youth-led organizations. The selected consultant is expected to submit a comprehensive technical and financial proposal not exceeding 5 pages (excluding CVs and cover letter), accompanied by a cover letter.

1. Introduction

About CARE Bangladesh

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

Background of the Project

The JAGORON project is a three-year initiative (January 2026 – December 2028) implemented by a consortium of CARE Bangladesh and SOS Children's Villages Bangladesh. The project is grounded in an Integrated Youth Empowerment Approach and aims to ensure that youth gain relevant skills, practical entrepreneurial support, organizational strength, and strategic advocacy capacity — all rooted in sustainable green economy principles.

The project targets 12,000 youth aged 18–35 in Khulna and Gazipur Districts, with a strong emphasis on young women, youth with disabilities (YwDs), rural youth, and ethnic minorities. Of these, 7,000 youth will gain skills and create career pathways for better income opportunities, while the remaining 5,000 will be referred to different pathways for their employment journey. The project will also strengthen 15 grassroots Youth-Led Organizations (YLOs) and build an enabling environment for youth by reinforcing youth systems and policy advocacy platforms. The project will work with YLOs, MOYS, and other youth-focused government agencies to advocate for and strengthen platforms for youth contribution to policy design, sector planning, and budgeting processes. Private sector led and demand-driven skills will be center for skills pathways, where we will engage and work with national and regional private sector companies for skills identification, training delivery and employment opportunities. Along with the **Blended classroom-based training, IBT (Industry-based Training)** and **Apprenticeship models** for skills training.

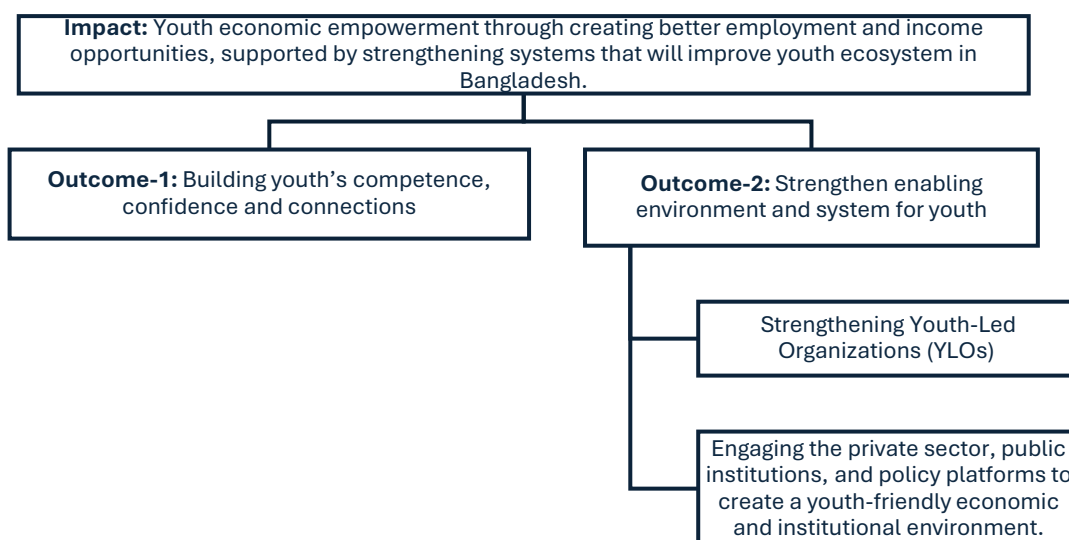
To enhance access to resources for youth participation in entrepreneurship and youth action, we will set up a **Youth Challenge Fund** that will provide grants and technical support for YLOs and youth entrepreneurs setting up social and climate-focused businesses.

Strategic Goals and Reach:

- Total of **12,000 direct participants** across both districts. Overall, reach will be 51,000 youth.
- **7,000 youth** gaining soft skills.
- **3,000 youth** gaining certified **market-oriented technical skills** (within 7000)
- **15 grassroots youth-led organizations strengthened**
- **5,000 youth** guided to **employment journeys**
- Working through **CARE-MoYS MoU (2025)** with **National Youth Council, Department of Youth Development**, and **National Skills Development Authority**

The project is structured around two complementary outcomes:

- **Outcome 1:** Building youth's competence, confidence, and connections — through demand-driven skills development, AI-based aptitude profiling, TVET/green skills certification (via Classroom-based Training, Industry-Based Training, and Informal Apprenticeship models), employment placement, and linkages to financial services and entrepreneurship support.
- **Outcome 2:** Strengthening the enabling environment and system for youth — through capacity building of YLOs using the Organizational Capacity Assessment Tool (OCAT), establishment of a Youth Challenge Fund, policy advocacy via youth platforms, collaboration with the Directorate of Youth Development (DYD), and support to the National Youth Council (NYC).



The project is aligned with SDGs 4, 5, 8, 10, and 13, the Government of Bangladesh's National Youth Policy, and the TVET Reform Plan. It draws on the proven tools and experience of both CARE Bangladesh (including its USAID-funded Bijoyee project) and SOS Children's Villages Bangladesh.

2. Purpose of the Consultancy

CARE Bangladesh is seeking a national consultant to conduct the Baseline Survey of the JAGORON project. The baseline survey will establish the current status of key project indicators across both project geographies (Khulna and Gazipur), providing benchmark values against which the project's progress and impact will be measured at midline and endline.

The baseline survey will generate robust, disaggregated data on youth economic empowerment, skills development, organizational capacity of YLOs, private sector engagement, and the enabling environment for youth. The findings will inform adaptive management and feed into the project's overall MEAL (Monitoring, Evaluation, Accountability, and Learning) system.

Key Objectives

1. Establish baseline values for all key project outcome and output indicators as defined in the Results Framework and Performance Monitoring Plan (PMP) along with CARE 2030 Indicators.
2. Generate disaggregated data by gender, age, disability, and geographic location (Khulna vs. Gazipur) to reflect the project's commitment to inclusive programming.
3. Develop and validate data collection tools (quantitative survey instruments, qualitative guides, and participatory tools) aligned with the project's MEAL framework.
4. Assess the current skills levels, employment status, income levels, and barriers faced by youth, policy gaps and condition of YLO's in the two target districts.
5. Document the current enabling environment for youth, including the responsiveness of government institutions, private sector engagement, and existing youth service delivery systems.
6. Provide actionable findings and recommendations to guide effective project implementation.

3. Scope of Work

The consultant will carry out the following tasks in close collaboration with the project team:

Phase 1: Inception and Preparation

- Review all relevant project documents, including the Concept Note, Results Framework, existing needs assessments (USAID Bijoyee Baseline Study 2023, Youth Labor Market Assessment 2024), and MEAL framework.
- Participate in an inception meeting with CARE Bangladesh, SOS Children's Villages Bangladesh, and relevant project stakeholders to finalize the scope and approach.
- Develop a comprehensive plan including the sampling strategy, data collection methods (quantitative and qualitative), survey instruments, data management protocols, ethical safeguards, and a detailed work plan.
- Submit the Inception Report including the detailed methodology, finalized tools, work plan, and data collection protocols for review and approval by CARE Bangladesh.

Phase 2: Data Collection

- Recruit, train, and supervise data collectors and enumerators for fieldwork in Khulna and Gazipur Districts.
- Conduct quantitative survey with a representative sample of NEET youth (aged 18–35), disaggregated by gender, disability status, and geographic location.
- Conduct qualitative data collection through Key Informant Interviews (KIIs) with representatives of DYD, NSDA, NYC, local government, private sector employers, and training providers.
- Conduct Focus Group Discussions (FGDs) with youth beneficiaries, YLO members, and community stakeholders.
- Ensure all data collection adheres to ethical standards, including obtaining informed consent from all participants, and applying special protocols for participants with disabilities and minors.
- Manage all logistics and field-level coordination for data collection.

Phase 3: Data Analysis and Reporting

- Clean, code, and analyze quantitative data using appropriate statistical software (SPSS, Stata, or equivalent).
- Analyze qualitative data through thematic analysis and triangulate with quantitative findings.
- Prepare a draft Baseline Survey Report incorporating key findings disaggregated by gender, geography, age, and vulnerability criteria.
- Present draft findings at a validation workshop with CARE Bangladesh, SOS Children's Villages Bangladesh, and key project stakeholders.
- Incorporate feedback and finalize the Baseline Survey Report.
- Submit all raw data (anonymized), analysis files, syntax, codebooks, and data collection tools as annexes to the final report.

4. Key Deliverables

SL.	Deliverable	Description	Deadline
1	Inception Report	Detailed methodology, sampling plan, finalized data collection tools (survey questionnaire, KII guides, FGD guides), data management and ethical protocols, and a detailed work plan with milestones	Within 2 weeks of contract signing
2	Field Data Collection and Submission of Clean Datasets	Completed fieldwork in both Khulna and Gazipur Districts; submission of cleaned and anonymized quantitative	Per agreed work plan

		datasets and qualitative transcripts in CARE-approved formats	
3	Draft Baseline Survey Report	Comprehensive draft report presenting findings, disaggregated data, analysis, conclusions, and recommendations; shared with CARE Bangladesh and SOS for review	At least 3 weeks before final deadline
4	Validation Workshop	Presentation of draft findings to CARE Bangladesh and SOS Children's Villages Bangladesh, and key project stakeholders; facilitation of discussion for feedback and validation	Following draft report submission
5	Final Baseline Survey Report with Annexes	Final approved report incorporating all feedback, with all annexes: data collection tools, raw and cleaned datasets, syntax files, codebooks/data dictionaries, and consent forms	By June 2026

5. Timeline

SL.	Activity	Indicative Timeline
1	Deadline to submit proposals	TBD by CARE Bangladesh
2	Evaluation of proposals and selection of consultant	TBD
3	Contract signing and inception meeting	TBD
4	Submission of Inception Report (methodology, tools, work plan)	Within 2 weeks of contract signing
5	CARE Bangladesh review and approval of Inception Report	Within 1 week of submission
6	Baseline data collection (field work in Khulna and Gazipur)	Per approved work plan
7	Data cleaning, processing, and analysis	Per approved work plan
8	Submission of draft Baseline Survey Report	Per approved work plan
9	CARE Bangladesh and SOS review of draft report	Within 10 working days of submission
10	Validation workshop with stakeholders	Following draft report review
11	Integration of feedback and finalization of report	Within 10 working days of validation
12	Submission of final approved Baseline Survey Report with all annexes	By June 2026 (latest)

Note: The exact dates for each milestone will be finalized and agreed upon with the selected consultant during the inception phase. The final Baseline Survey Report, approved by CARE Bangladesh, must be submitted no later than June 2026.

6. Methodology

The consultant is expected to propose a robust mixed-methods approach to the baseline survey, incorporating quantitative, qualitative, and participatory methods for data collection and analysis. The methodology must ensure:

- Adequate and representative sampling across Khulna and Gazipur Districts, disaggregated by gender, age group, disability status, and vulnerability criteria.

- Use of validated and contextually appropriate data collection tools and approved by CARE Bangladesh.
- Gender-sensitive and inclusive data collection approaches, ensuring meaningful participation of young women, youth with disabilities, and other marginalized groups.
- Triangulation of quantitative survey data with qualitative findings from KIIs, FGDs, and participatory assessments to produce holistic and credible findings.
- Alignment with CARE Bangladesh's MEAL framework.

The proposed methodology should detail the sample size calculation, sampling strategy (including how marginalized groups will be included), data collection timeline, quality assurance protocols for fieldwork, and data management and analysis plan.

7. Minimum Expertise Requirements

The individual consultant should demonstrate the following qualifications and experience:

- At least a Master's degree in social sciences, development studies, economics, statistics, or a closely related field.
- A minimum of 7 years of experience in conducting baseline, midline, and/or endline surveys and evaluations using mixed methods (quantitative and qualitative), with demonstrated flexibility in applying non-traditional and participatory methods of data collection.
- Demonstrated expertise in the thematic areas of the project: youth economic empowerment, TVET and soft skills development, gender equality, green livelihoods/climate resilience, and organizational capacity strengthening.
- Experience in conducting evaluations of development or livelihood projects in Bangladesh, with familiarity with the youth, employment, and skills development context.
- Proficiency in quantitative data analysis using statistical software (SPSS, Stata, or equivalent) and qualitative data analysis using appropriate tools.
- Proven ability to produce high-quality assessment reports with clear analysis, findings, disaggregated data, conclusions, and actionable recommendations.
- Excellent written and spoken English and Bangla communication skills.
- Experience in applying gender-sensitive and inclusive research methodologies is strongly preferred.
- Prior experience working with CARE Bangladesh, other INGOs, or development partners is an added advantage.

8. Evaluation Criteria

Proposals will be evaluated based on the following criteria, with a total score of 100 marks:

SL.	Code	Criteria	Score (%)
1	A	TECHNICAL SCORE (80%)	80%
		Overall Proposal Suitability	40%
		Understanding of the assignment, quality of proposed methodology, and appropriateness of data collection tools and sampling approach	30%
		Feasibility of the proposed timeline and ability to complete the baseline survey by June 2026	10%
2	B	Previous Relevant Work Experience	20%

	B.1	3 or more client references or testimonials from similar assessment assignments (include organization name, scope of work, contact details)	20%
3	C	Technical Expertise and Qualifications	20%
	C.1	Qualifications and experience of the consultant/team relevant to this assignment preferably in conducting mixed-methods evaluations/baseline surveys	20%
		FINANCIAL SCORE (20%)	20%
4	D	Financial Proposal: The lowest technically-qualified bidder receives the full 100 marks for financial score; subsequent bidders receive proportionate lower scores. Scores are then converted to 20% of total.	20%
		TOTAL	100%

Only the technically qualified bidders will be considered for this evaluation and the lowest bidder will be assigned with full/highest marks that is 100 and the subsequent highest bidders will get a proportionate lower score out of 100.

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.

CARE Bangladesh reserves the right to cancel or disqualify any proposal without providing reasons. CARE Bangladesh is not obligated to select the lowest-cost bidder if quality and technical criteria are not met.

9. Terms of Payment

The consultant will be paid in two installments as follows:

SL.	Installment	Condition for Payment	Amount
1	First Installment (50%)	Upon contract signing and CARE Bangladesh's written approval of the detailed methodology, finalized data collection tools, work plan, and data collection protocols submitted by the consultant.	50% of the total agreed contract value
2	Second Installment (50%)	Upon CARE Bangladesh's written acceptance of the final Baseline Survey Report (incorporating all feedback), including all annexes (tools, raw data, clean datasets, syntax files, codebooks).	50% of the total agreed contract value

All payments will be made in local currency (Bangladeshi Taka) as per CARE Bangladesh's standard procedures. There will be no advance payment before the commencement of work. The consultant must submit invoices in accordance with CARE Bangladesh's standard invoicing requirements.

CARE Bangladesh's standard payment terms are 30 days from receipt of goods or services and an accurate and complete invoice acceptable to CARE Bangladesh.

Penalty Terms

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)
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1	First 5 days	2%
2	6 to 11 days	4%
3	12 to 20 days	6%
4	Above 20 days	Termination clause 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.

10. Responsible Data Management, Safeguarding and Data Ownership

The consultant must adhere to the following data management, safeguarding, and ethical standards:

- Informed consent must be obtained from every participant in the data collection process. For minor participants (under 18), informed consent must be obtained from their parent or caregiver.
- Referral pathways must be identified and documented before fieldwork begins. The consultant and all enumerators must be briefed on how to recognize and respond to any safeguarding disclosure or concern.
- Quantitative datasets must be submitted to CARE Bangladesh in password-protected format, with all personal identifying information anonymized.
- Qualitative textual datasets or transcripts must not be anonymized unless suitable written permission has been obtained from the participants. A record of all permissions granted must be submitted alongside qualitative datasets.
- All survey instruments, interview guides, and other data collection tools must be submitted to CARE Bangladesh as part of the final deliverables. Question numbering must be consistent with variable labelling in all datasets.
- All datasets must be submitted in CARE Bangladesh's acceptable formats (see Annex for details), with full variable labelling, codebooks/data dictionaries, and consistent labelling conventions.
- All syntax files, formula files, calculation outputs, and temporary/dummy variables used in analysis must be included in the submitted datasets.

Type of data	Acceptable formats
Tabular data with extensive metadata	<ul style="list-style-type: none"> • Formats of statistical packages: SPSS (.sav), Stata (.dta), MS Access (.mdb/.accdb) • SPSS portable format (.por)
Tabular data with minimal metadata	<ul style="list-style-type: none"> • tab-delimited file (.tab) • delimited text with SQL data definition statements • comma-separated values (.csv) • delimited text (.txt) with characters not present in data used as delimiters • widely-used formats: MS Excel (.xls/.xlsx), MS Access (.mdb/.accdb), dBase (.dbf), OpenDocument Spreadsheet (.ods)
Geospatial data vector and raster data	<ul style="list-style-type: none"> • ESRI Shapefile (.shp, .shx, .dbf, .prj, .sbx, .sbn) • Geo-referenced TIFF (.tif, .tiff) • CAD data (.dwg) • Geography Markup Language (.gml) • ESRI Geodatabase format (.mdb) • MapInfo Interchange Format (.mif) for vector data • binary formats of GIS and CAD packages
Textual data	<ul style="list-style-type: none"> • Hypertext Mark-up Language (.html) • Widely-used formats: MS Word (.doc/.docx) • Rich Text Format (.rtf)

	<ul style="list-style-type: none"> • Plain text, ASCII (.txt) • Extensible Mark-up Language (.xml) text according to an appropriate Document Type Definition (DTD) or schema
Image	<ul style="list-style-type: none"> • JPEG (.jpeg, .jpg, .jp2) if original created in this format • GIF (.gif) • TIFF other versions (.tif, .tiff) • RAW image format (.raw) • Photoshop files (.psd) • BMP (.bmp) • PNG (.png) • Adobe Portable Document Format (PDF/A, PDF) (.pdf) • TIFF 6.0 uncompressed (.tif)
Audio	<ul style="list-style-type: none"> • Free Lossless Audio Codec (FLAC) (.flac) • MPEG-1 Audio Layer 3 (.mp3) if original created in this format • Audio Interchange File Format (.aif) • Waveform Audio Format (.wav)
Video	<ul style="list-style-type: none"> • MPEG-4 (.mp4) • OGG video (.ogv, .ogg) • motion JPEG 2000 (.mj2) • AVCHD video (.avchd)

Intellectual Property Rights

All data sets, reports, tools, and strategy documents generated by the consultant during this consultancy period are the exclusive intellectual property of CARE Bangladesh. The consultant may not share, publish, or use any such documents or data without the prior written approval of CARE Bangladesh.

11. Managing Unexpected Situations

The consultant must demonstrate how they will manage potential disruptions – such as political unrest, natural disasters, or field access constraints – that may affect the consultancy work. The technical proposal must include a contingency plan and alternative approaches to ensure the overall quality, purpose, and timeline of the baseline survey are not compromised.

12. Application Process

Interested consultants who are qualified and confident in carrying out this baseline survey assignment are invited to submit the following documents:

Technical Proposal (max. 5 pages, excluding CVs and cover letter)

1. A one-page cover letter expressing interest and summarizing relevant experience.
2. Updated CV of the consultant, including a list of previous/ongoing assignments with clients.
3. Detailed technical narrative proposal with a proposed methodology, sampling strategy, draft work plan (timeline), baseline survey approach and tools, level of effort, and ethical considerations.
4. A set of documents as per Technical Evaluation Criteria (Section 8).
5. Samples of up to 3 recently completed assessment reports of similar assignments (optional but strongly preferred).

Financial Proposal (Separate Document)

A fully itemized Financial Proposal outlining all fees and associated costs, including applicable government VAT and tax, with supporting budget notes. The financial proposal must be submitted as a separate document from the technical proposal. Applications not including all of the required information will not be reviewed.

13. Special Terms and Conditions

1. Financial and technical proposal soft copy should submit in two separate documents.
2. Soft copy submission: no late submission is going to be considered for evaluation. Rather it will be considered as disqualified unless otherwise a common valid reason is applicable for all other participators and considered by the procurement committee.
3. Timely submission by e-mail has to be maintained very strictly as well. To avoid any unnecessary hassle due to network quality or jamming it is requested to submit the proposal a minimum 02-03 hours before the time is expired. However, if any sender sends their document at the right time but it reaches to us after the mentioned submission time will also be disqualified.
4. In case of soft copy submission please submit proposals to the correct email mentioned in RFP.
5. You are requested to submit your proposal or financial offer in your company letter head pad or if it is in white page then with the company seal and sign.
6. Any kind of solicitation or effort to bribe any current CARE Bangladesh staff is not going to be entertained to get any special facility. Rather reporting of similar kind of activities will be dealt 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 employee to demand 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 complaint to CARE BD Country Director (CD) at email account BGDProComplaint@care.org , or any of CARE BD's senior leaders. Please label the emails as "confidential & privileged". "Any proposals be submitted to the complaints email, they 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 lead to any form of conflict of interest. Such 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 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.