

Terms of Reference (ToR)

Hiring a Consultant for Market-Readiness Assessment, Stakeholder Engagement, Scaling and Financing Strategy of Community Water Enterprise and Hybrid Clean Cooking Models under the CLIMB Project

Assignment Summary:

Project	Community-Led Innovation for Climate Risk Mitigation in Bangladesh (CLIMB)
Duration	Three (03) Months
Location	Fieldwork in Sarankhola (Bagerhat), Ukhiya (Cox's Bazar), and meetings in Dhaka with occasional online engagement
Focus Areas	Stakeholder Mapping and Engagement, Partnership Development, Investment Readiness, Scale-up Roadmap, Business Model Validation, Impact Finance

About CARE

CARE is a leading global humanitarian and development organization committed to ending poverty and promoting social justice. Established in 1945, CARE currently operates in over 90 countries. CARE Bangladesh, one of the oldest country offices, has been working since 1949 and is widely recognized for its innovation, collaboration, and deep engagement with climate-vulnerable communities.

As a pioneer in community-based resilience building, CARE Bangladesh introduced more than 60 community-based adaptation models under the Reducing Vulnerability to Climate Change (RVCC) project (2002–2005)—the first large-scale intervention of its kind globally. Since then, CARE Bangladesh has maintained a strong operational presence in climate-affected regions, advancing both new and incremental adaptive approaches in line with its climate strategy and frameworks.

The organization works across the humanitarian-development-climate nexus to promote long-term resilience. It plays a key role in national efforts such as the UN's Humanitarian Coordination Task Team (HCTT) Nexus Strategy for Climate-related Disasters (2021–2025) and the National Adaptation Plan (NAP), contributing to both national and global climate commitments.

Background

The CLIMB project (Community-Led Innovations for Climate Risk Mitigation in Bangladesh) is an initiative (2022-2026) funded by DANIDA and implemented by CARE Bangladesh in partnership with Rupantar and SHED. The project operates in the south-east (Cox's Bazar) and south-west (Bagerhat) coastal regions of Bangladesh and—areas highly vulnerable to climate risks.

The project aligns with the Strategic Partnership Agreement (SPA) between CARE and DANIDA, which emphasizes climate resilience and innovation as core pillars. CLIMB focuses on two long-term outcome areas,

- i) Resilient and climate-smart communities, and
- ii) Green and just policies and systems.

In Bagerhat –

- The project is implementing **Community Water Enterprise**, a community-managed and women-led safe-water service and enterprise model addressing climate-induced salinity and shortage of potable water in coastal communities. It combines water-treatment technology, community governance, affordable service delivery, distribution arrangements, and enterprise-based operation and maintenance.

In Cox's Bazar –

- The project is implementing **Hybrid Clean Cooking Model**, a user-centered model combining clean cooking technologies and/or energy sources, service arrangements, community operation, and digital or IoT monitoring. It seeks to complement existing cooking energy, reduce reliance on timber, and generate evidence on performance, safety, protection, environmental benefits, and future replication in Rohingya and host communities.

CARE seeks to engage a qualified Consultant to assess the both models, engage relevant stakeholders, refine feasible business and partnership options, and develop scaling and financing strategies involving the private sector, financial institutions, CSR, impact and blended finance, government, development partners, and other appropriate actors.

Objective

Overall Objective: To assess, position, refine, and prepare the Community Water Enterprise and Hybrid Clean Cooking Models for sustainable scale-up through a two-phase process: an initial performance and market-readiness assessment for stakeholder engagement, followed by a final assessment after consultation and feasible project-led modifications.

Specific Objectives:

- Assess the current performance and market readiness of both models.
- Prepare concise evidence-based materials for stakeholder communication.
- Identify, profile, prioritize, and engage relevant stakeholders.
- Facilitate meetings, exposure visits, partner-specific co-creation sessions, and a central learning and advocacy workshop.
- Consolidate stakeholder feedback and recommend feasible model improvements.
- Conduct a final performance and market-readiness assessment.
- Develop model-specific scaling, partnership, and financing strategies.
- Prepare final pitch, advocacy, and decision-support materials.

Scope of Work

The consultant is expected to undertake the following tasks in alignment with the assignment objectives:

Task 1. Inception and desk review

Review available project, technical, monitoring, financial, market, and policy documents; verify key model information; agree the workplan, assessment framework, stakeholder categories, tools, reporting arrangements, confidentiality, safeguarding, and communication protocols.

Task 2. Initial performance and market-readiness assessment

Assess each model's technical performance, actual use and demand, affordability, operations and governance, unit economics, social and gender value, climate and environmental benefits, regulatory feasibility, scalability, and readiness for partnership or finance. Clearly distinguish verified evidence, assumptions, projections, and data gaps.

Task 3. Initial market-facing materials

Prepare a concise brief, factsheet, preliminary pitch deck, indicative financing requirement, potential partner roles, key risks, and market-validation questions for each model. All external materials require CARE approval and must identify preliminary or projected information.

Task 4. Stakeholder mapping and profiling

Develop and prioritize stakeholder longlists for each model and validate them through targeted key informant interviews. Prepare short, actionable profiles for priority stakeholders covering mandate, strategic fit, potential role, decision process, likely concerns, preferred entry point, recommended first ask, evidence requirements, and next step.

Task 5. Outreach and substantive meetings

Support CARE-led formal outreach, prepare meeting briefs, secure and co-facilitate substantive meetings, document feedback and conditions, maintain a model-specific engagement tracker, and follow up agreed actions. The consultant may not make commitments on CARE's behalf.

Task 6. Exposure visits

Design and facilitate field exposure for interested stakeholders, including agendas, briefing materials, balanced presentation of evidence and unresolved issues, interaction with operators and users, structured feedback, safeguarding, and follow-up notes. CARE will manage approved logistics.

Task 7. Partner-specific co-creation sessions

Facilitate focused sessions with interested organizations after initial engagement and exposure. Each session will test a specific partnership pathway, contributions, financing or support mechanism, risks, conditions, and next steps, and will produce an agreed action note.

Task 8. Central learning and advocacy workshop

Technically design and co-facilitate a central workshop that builds on the bilateral process. Prepare the concept, agenda, evidence synthesis, presentations, facilitation materials, partnership themes, and workshop record. CARE will approve invitations and manage approved logistics.

Task 9. Model refinement support

Consolidate consultation findings and recommend feasible technical, operational, governance, pricing, financing, inclusion, and impact-measurement improvements. CARE will decide and coordinate implementation. The consultant will prepare a Model Modification Action Plan and document changes completed, initiated, deferred, or rejected.

Task 10. Final performance and market-readiness assessment

Reassess both models after consultation and feasible modifications; compare initial and final performance; update unit economics, financing needs, risks, scores, and evidence gaps; and classify readiness for investment, partnership with de-risking, CSR/public/philanthropic replication, further validation, or no immediate scale-up.

Task 11. Scaling and financing strategies

Prepare a separate strategy for each model covering target users and payers, delivery and governance, geographic pathway, private and public roles, revenue and affordability, financing instruments, risk allocation, impact management, scale scenarios, and a 12-month action plan. Assess commercial finance, CSR, impact investment, blended finance, climate/development finance, results-based finance, public finance, and carbon finance only where appropriate.

Task 12. Final pitch and process documentation

Finalize pitch decks, two-page partnership or investment teasers, factsheets, partnership menus, financing asks, advocacy messages, due-diligence checklists, and a concise final report summarizing stakeholders contacted, interest received, possible partnerships, remaining barriers, responsible parties, and recommended next steps.

Key Deliverables

<i>Deliverables</i>	<i>Description</i>
Inception Report	Workplan, assessment framework, tools, stakeholder plan, risks, and coordination arrangements.
Initial Assessment	Separate model assessments, scorecards, unit economics, gaps, assumptions, and stopping conditions.
Initial Communication Package	Model briefs, factsheets, preliminary decks, value propositions, asks, and FAQs.
Stakeholder Database and Profiles	Prioritized, actionable profiles, contacts, role, first ask, status, and next action in editable format.
Engagement Records	Evidence of at least 10 substantive meetings per model, meeting briefs/notes, tracker, and follow-up.

Exposure-Visit Outputs	Materials, participation records, feedback, and action notes; minimum 6 HCC and 8 CWE organizations.
Co-Creation and Central Workshop Outputs	At least 4 HCC and 5 CWE co-creation action notes; central workshop materials and record.
Feedback and Modification Report	Consolidated feedback, CARE decisions, modification action plan, and implementation status.
Final Assessment	Initial-final comparison, updated economics, score, classification, risks, finance fit, and due-diligence gaps.
Scaling and Financing Strategies	Separate strategies, scenarios, partnership and financing architecture, and 12-month plans.
Final Pitch and Advocacy Package	Final decks, teasers, factsheets, asks, messages, and due-diligence checklists.
Final Process Report and Handover	Concise report, partnership pipeline, recommendations, and all editable source files.

Final report requirements: The final process report should normally not exceed 20 pages, excluding annexes. Detailed assessments, financial models, databases, and engagement records should be submitted separately in editable formats.

Minimum Engagement Targets

<i>Model</i>	<i>Substantive meetings</i>	<i>Stakeholder organizations joining exposure visits</i>	<i>Partner-specific co-creation sessions</i>
Hybrid Clean Cooking	10	6	4
Community Water Enterprise	10	8	5
Minimum total	20	14	9

A substantive meeting must involve a relevant representative, discussion of the model and potential role, documented feedback and conditions, and clear follow-up. Generic emails or introductory calls do not count. The same organization may participate at several stages, but repeated participation must be reported transparently.

Expected Partnership Results

- At least four documented partnership opportunities across the two models.
- At least two opportunities progressing to advanced discussion, such as due diligence, a concept note, pilot design, technical assessment, CSR/investment review, expression of interest, or agreed steps toward an MoU.
- A partnership pipeline recording stage, conditions, lead organization, responsible CARE focal point, next action, and timeline.

The consultant is not expected to guarantee financing or formal partnership. Performance will be judged on the relevance, quality, documentation, and progression of engagement opportunities.

Expected Timeline

The consultancy is scheduled to commence on **27 Aug 2026**. The selected consultant/firm will have a maximum of **90 calendar days** from the date of the contract signing to deliver the final report to CARE, ensuring all deliverables are met satisfactorily within the agreed timeframe.

Minimum Expertise Requirement /Team Composition

CARE may contract a senior Lead Consultant supported by a small multidisciplinary team, or a firm/consortium with a designated Team Lead. The Lead must remain personally accountable for delivery.

The proposed team should collectively demonstrate:

- At least 8–10 years of relevant experience at lead level.
- Experience in stakeholder engagement, partnership facilitation, market readiness, enterprise scaling, or transaction support.
- Demonstrated engagement with private companies, banks, NBFIs, MFIs, CSR actors, government, development partners, or humanitarian agencies in Bangladesh.
- Strong business-model, unit-economics, and financial-analysis skills, including familiarity with impact or blended finance.
- Relevant technical knowledge of water enterprise and clean cooking/renewable energy.
- Strong facilitation, communication, pitch-material, and report-writing skills.
- Understanding of gender equality, social inclusion, locally led adaptation, community enterprise, and safeguarding.
- Fluency in English and adequate Bangla capacity within the team; ability to travel to Bagerhat and Cox's Bazar.

Evaluation Criteria

<i>Criteria</i>	<i>Weight</i>
1. Financial Proposal	20%
2. Technical Proposal	80%

<i>2.1 Understanding of the assignment and the different maturity, needs, and scaling pathways of the two models</i>	30%
<i>2.2 Practicality of the proposed task-delivery approach and workplan</i>	30%
<i>2.3 Quality and relevance of submitted work samples, including demonstrated experience in comparable assignments</i> <i>(1 work samples = 5 Marks, 2 work samples 10 Marks, 3 work samples = 15 Marks, 3+ work samples = 20)</i>	20%
Total	100%

Application Process

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

Technical Proposal:

1. The technical proposal should be concise and should not exceed 15 pages, excluding CVs and work samples.
2. Resume of team members/organizational profile with previous/ongoing client lists.
3. A one-page application letter of expression of interest.
4. Set of documents mentioned in the Technical Evaluation Criteria.
5. Detailed technical-narrative proposal with brief approach to delivering each task and meeting the engagement targets, clearly outlined assessment design, timeline, level of effort of each member of the consulting firm and tools to be employed.
6. A sample of at least 3 recently written report of similar assignments.
7. Others as per ToR.

Financial Proposal:

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

Terms and Conditions for Service Provider

- CARE Bangladesh reserves the right to preserves right to cancel/terminate/halt this hiring process without showing any justification to the bidder though they have given time and resources to submission of proposal.
- Message to be carried by the production has to be approved by CARE Bangladesh.
- CARE Bangladesh reserves the right to monitor the quality and progress of the work during the assignment.

Mode of Payment

Payment will be made through account payee cheque/cash as per the mentioned allocation after the completion of full assignment and duly certified by the project.

Terms of Payment

The Consultant will be paid as per the following schedule

PAYMENT MATRIX		
Deliverables	Measuring Criterion/ Indicator	% on total Purchase Value
Inception Report	Inception report endorsed by program	20%
Initial performance and market-readiness assessment, communication package, stakeholder profiles and completion of minimum meetings, and stakeholder feedback and model modification report	Deliverables and report endorsed by program	40%
Final Process Report; and complete handover of all editable files	Final report endorsed by CARE Bangladesh	40%

Payments in local currency will be paid as per standard procedure. Service provider 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. service provider 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

If the service provider 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 No.	Total Delay	% to be deducted on the contracted value
01.	First 10 days	1.0%
02.	From 11 to 20 days	2.5%

03.	From 21 to 30 days	3.5%
04.	Above 30 days	5.0%
05.	Above 30 days	The termination clause below may also be applicable

**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.

Intellectual Property

CARE Bangladesh's copyrights are reserved for every data set, report, and strategy documents 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 with CARE Bangladesh in written.

Risk Management and Contingency Planning

The consultant must proactively manage risks such as political unrest, natural hazards, or disruptions. A contingency plan should be integrated into the work plan to ensure continuity and quality of deliverables.

Key Contact Information

Shahab Uddin, Knowledge Management and Learning Coordinator, Humanitarian and Resilient Futures Program, CARE Bangladesh.