

Terms of Reference

For Hiring an Individual Consultant/firm

Project Summary

Type of Study	Application of Artificial Intelligence (AI) in the Health Sector – Bangladesh
Geographic Coverage	National Context, Bangladesh
Study Completion Deadline	June 2026
Overall Objective	<p>CARE Bangladesh seeks to recruit an individual or a consulting firm with demonstrated expertise in AI in Health Sector and research to conduct a forecast-based situation Analysis in the context of application of AI in optimization of health services for marginalized people of Bangladesh. As part of the study deliverables, the consultant will develop a short policy-oriented review document assessing the recent pause/stopover of H&N interventions during the interim government period, including its implications will provide forward-looking recommendations for CARE Bangladesh, identifying strategic priorities and operational considerations for the next 12–24 months.</p> <p>The selected consultant is expected to submit a comprehensive technical and financial proposal not exceeding 8 pages (excluding CVs and cover letter), accompanied by a cover letter.</p>

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 Study

CARE is globally leveraging Artificial Intelligence (AI) across multiple countries to strengthen health systems, enhance service delivery, and improve humanitarian response. Key applications include AI-powered diagnostics, case management and follow-up, building AI literacy, frontline health worker (FLHW) systems management, and improving humanitarian response mechanisms.

As a global leader in gender equity, community-led development, and climate-smart approaches, CARE brings over 80 years of experience across more than 100 countries. In Bangladesh, CARE's strong community presence and trusted relationships position it uniquely to act as a **facilitator of trusted, locally relevant AI-enabled health solutions**.

CARE's deep engagement with farmers, frontline health workers, disaster response systems, women-led groups, and cooperatives enables **last-mile delivery of context-specific, inclusive, and community-driven digital health innovations**.

2. Purpose of the Consultancy

The study aims to assess and generate evidence on how **AI-enabled and digital innovations** can strengthen frontline health systems in Bangladesh by enhancing the capacity, efficiency, and effectiveness of frontline health workers (FLHWs), including community health workers (CHWs).

Specifically, the study will examine approaches to **build digital competencies** of FLHWs in registration, documentation, and case follow-up, while identifying and addressing **gender-related barriers in access to and use of digital applications**. It will also explore how digital tools can **complement and optimize existing workflows**, rather than creating parallel systems.

A key focus will be on piloting and evaluating **real-time digital feedback loops** with FLHWs, particularly through collaboration with AI based organization, to continuously capture and analyze frontline insights for adaptive programming. The study will also assess how AI can support **workflow prioritization, identification of high-risk pregnant women for targeted follow-up**, and improved use of **data dashboards for decision-making**.

The study will explore the application of AI to strengthen **FLHW network management and capacity building**, including personalized learning and performance optimization.

Overall, the study aims to generate actionable evidence on **scalable, inclusive, and gender-responsive AI solutions** that enhance service delivery, improve health outcomes, and strengthen accountability at the last mile.

Key Objectives

- Identify opportunities to establish Apply AI to improve **diagnostics, case management, and follow-up systems**
- Review systems to strengthen **FLHW performance, decision-making, and workload management**
- Recommend how to enhance **real-time data use, feedback loops, and adaptive programming**
- Identify ways to build **AI literacy and digital capacity** among health workers and communities
- How to promote **inclusive, gender-responsive, and accessible digital health solutions**
- Generate **evidence for scaling AI innovations** in Bangladesh and short review of existing gaps due to **recent pause/stopover of H&N interventions during the interim government period**,

including its implications will provide **forward-looking recommendations for CARE Bangladesh**, identifying strategic priorities and operational considerations for the **next 12–24 months**

3. Scope of Work

The consultant will carry out the following tasks in close collaboration with experts in this field:

Phase 1: Inception and Preparation

- Review relevant and contemporary project documents, assessments, including proven cases, government policies and existing set up
- Participate in an inception meeting with CARE Bangladesh, health team in country and CI to finalize the scope and approach.
- Develop a comprehensive plan including the strategy for data collection methods (quantitative and qualitative), policy 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 processing and Analysis

- Conduct qualitative data collection through Key Informant Interviews (KIs) with relevant representatives, private sector players, and AI company and experts.
- Conduct Focus Group Discussions (FGDs) with sector experts, 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.

4. Key Deliverables

SL.	Deliverable	Description	Deadline
1	Inception Report	Detailed methodology, a detailed work plan with milestones	Within 2 weeks of contract signing
3	Draft Feasibility Study Report	Comprehensive draft report presenting findings, disaggregated data, analysis, conclusions, and recommendations; shared with CARE Bangladesh for review	At least 3 weeks before final deadline
4	Validation Workshop	Presentation of draft findings to CARE Bangladesh, facilitation of discussion for feedback and validation	Following draft report submission
5	Final Report with Annexes	Final approved report incorporating all feedback, with all annexes: data collection tools, raw and cleaned	By 25 th June 2026

		datasets, syntax files, codebooks/data dictionaries, and consent forms	
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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	Feasibility Study data collection	Per approved work plan
7	Data cleaning, processing, and analysis	Per approved work plan
8	Submission of draft Feasibility Study Report	Per approved work plan
9	CARE Bangladesh 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 Feasibility Study Report with all annexes	By 25 th 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 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 conducting study, meta data analysis, policy analysis, incorporating quantitative, qualitative, and participatory methods for data collection and analysis. The methodology must ensure contemporary secondary literature review and consultation with policy experts.

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

Given the complexity and sensitivity of the topic, the study should also incorporate a policy lab or high-level roundtable discussion involving key experts, policymakers, private sector actors, and health

practitioners. Therefore, the selected consulting firm should demonstrate proven expertise in facilitating high-level policy dialogues and stakeholder engagement processes. CARE will finalize the list of participants, and the firm will be required to follow CARE's communication and branding protocols throughout the process.

The proposed workshop and policy discussion will help capture the national landscape of digitalization in the health sector, including the current and potential use of AI, opportunities, risks, challenges, and feasibility across different levels of the healthcare system, with a particular focus on strengthening tertiary-level services for improved MNCH outcomes-which is CARE BD's niche. The consulting firm will also be responsible for providing comprehensive documentation and analysis of the discussions and key recommendations.

7. Minimum Expertise Requirements

The individual consultant or firm should demonstrate the following qualifications and experience:

- At least a master's degree in public health, health economics, 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 study.
- 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 study 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 (%)
		TECHNICAL SCORE (80%)	80%
1	A	Overall Proposal Suitability	40%
	A.1	Understanding of the assignment, quality of proposed methodology, and appropriateness of data collection tools and sampling approach	30%
	A.2	Feasibility of the proposed timeline and ability to complete the study having two separate objective	10%
2	B	Previous Relevant Work Experience	20%

	B.1	3 or more client references or testimonials or Purchase orders 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 relevant to this assignment	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 study, and the lowest bidder will be assigned with full/highest marks that is 20 and the subsequent highest bidders will get a proportionate lower score out of 20.

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 Feasibility Study 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)
1	First 5 days	2%
2	6 to 11 days	4%
3	12 to 20 days	6%
4	Above 20 days	Termination clauses may be applicable as per Purchase Order terms

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

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.

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 Feasibility Study are not compromised.

12. Application Process

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

Technical Proposal (max. 8 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), Feasibility Study 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 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 as 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 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.