

## CARE Bangladesh

### Terms of Reference (ToR)

#### Consultancy to Develop an Artificial Intelligence (AI)-Enabled Competency and Career-Readiness Assessment System for Women Workers in the RMG Sector

##### Project Summary

Name of the project	Oporajita Phase II – Just Transition for Women in the RMG Ecosystem
Project Start and End dates	March 2025 – March 2028
Project locations:	Gazipur, Savar, and Narayanganj
Donor	H&M Foundation
Lead Implementer	CARE Bangladesh
Primary Actors	Women RMG Workers
Duration of Consultancy	60 Working Days
Overall objective of the task	<p>The overall objective of this consultancy is to design and develop a practical, user-friendly, and context-appropriate AI-enabled Competency and Career-Readiness Assessment System to support CARE Bangladesh in identifying competency strengths, skill gaps, workforce readiness levels, and development needs among women workers in the Ready-Made Garment (RMG) sector.</p> <p>The assessment system will be integrated with CARE Bangladesh's aspiration workshop approach to support women workers in identifying appropriate learning pathways, career progression opportunities, mentoring support, and leadership advancement opportunities within the RMG sector.</p> <p>The consultancy is expected to support CARE Bangladesh in generating practical worker-level and cohort-level insights related to:</p> <ul style="list-style-type: none"><li>• Workplace behavioral competencies</li><li>• Communication and interpersonal skills</li><li>• Logical reasoning and problem-solving abilities</li><li>• Digital readiness and adaptability</li><li>• Leadership and advancement potential</li><li>• Future workforce preparedness</li><li>• Climate-responsive workplace awareness and resilience-oriented behaviors</li></ul> <p>The assessment system should support CARE Bangladesh in:</p> <ul style="list-style-type: none"><li>• Identifying competency and readiness gaps among women workers</li><li>• Aligning workers with suitable learning and advancement pathways</li><li>• Supporting future workforce preparation and adaptability</li></ul>

	<ul style="list-style-type: none"> <li>• Strengthening leadership pathways and supervisory readiness</li> <li>• Informing future training and mentoring interventions under Oporajita Phase II</li> </ul> <p>The final system must be practical, field-friendly, accessible for low-literate and semi-literate women workers, and aligned with CARE Bangladesh's principles on safeguarding, gender equality, ethical AI usage, responsible data management, and inclusive workforce development.</p>
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### 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](http://www.carebangladesh.org)

## 1. Background, Context and Problem Definition:

The Ready-Made Garment (RMG) sector contributes more than 84% of Bangladesh's export earnings and employs approximately 4.2 million workers, more than half of whom are women. Despite their critical role in the industry, women workers remain concentrated in lower-paid, repetitive positions with limited access to leadership opportunities, career progression, and structured mentoring systems.

At the same time, factories are increasingly expected to address environmental sustainability and climate-related risks within their operations. However, climate-related discussions in the industrial sector often focus on environmental compliance alone, without adequately considering how workplace practices and environmental conditions affect the health, safety, and well-being of workers, particularly women.

## 2. Purpose of this Consultancy

CARE Bangladesh will hire an experienced consultant or consultancy firm to design and develop an AI-enabled Competency and Career-Readiness Assessment System for women workers in the Ready-Made Garment (RMG) sector.

The consultancy will support CARE Bangladesh in:

- Assessing existing competency strengths and skill gaps among women workers
- Understanding workers' workplace readiness and advancement potential
- Generating worker-level and cohort-level workforce insights
- Supporting alignment between worker aspirations and suitable career development pathways

- Informing future training, mentoring, and leadership interventions

The consultancy will involve:

- Contextual and competency analysis
- Development of a competency assessment framework
- Design and development of the AI-enabled assessment system
- Pilot testing and validation
- Reporting and analytical dashboard development
- Capacity building and onboarding support

The final system should generate practical and actionable assessment outputs that support CARE Bangladesh in planning and implementing future workforce development and career progression interventions.

The assessment system should be accessible and appropriate for low-literate and semi-literate women workers through simplified Bangla language, visual/audio support, and inclusive user experience design.

### **Target Group**

The primary target group of this consultancy is Women Ready-Made Garments (RMG) supervisors who will guide workers, with a strong focus on non-literate and low-literate women workers working in factories and surrounding communities.

### **3. Key Objectives of the Assignment:**

The consultancy will aim to:

- Conduct a structured review of workplace behavioral competencies, communication skills, logical reasoning abilities, digital readiness, and advancement barriers among women RMG workers.
- Conduct a brief competency and contextual analysis to identify priority workforce competencies relevant to women workers in the RMG sector.
- Develop a practical competency framework to guide worker assessment and career-readiness mapping.
- Design and develop an AI-enabled competency and career-readiness assessment system suitable for women workers with varying literacy and digital familiarity levels.
- Generate worker-level and cohort-level competency gap insights and workforce readiness reports.
- Support identification of learning and career progression pathways for women workers.
- Ensure alignment between assessment findings and CARE Bangladesh's aspiration workshop methodology.
- Pilot and refine the assessment system in selected factory settings.
- Develop practical implementation guidance, reporting mechanisms, and onboarding materials for CARE Bangladesh staff.

### **4. Analytical & Technical Approach**

The consultant is expected to apply an integrated behavioral, workforce readiness, and gender-responsive analytical approach throughout the assignment.

The proposed approach should combine:

- Workforce competency assessment
- Behavioral assessment methodologies
- Career-readiness assessment
- Digital readiness assessment
- Gender-responsive assessment design

- Low-literacy user experience principles
- Ethical and responsible AI practices

The competency framework should broadly consider:

- Communication and interpersonal competencies
- Leadership and workplace behavioral competencies
- Logical reasoning and problem-solving abilities
- Workplace confidence and decision-making tendencies
- Digital readiness and adaptability
- Future workforce preparedness
- Climate-responsive workplace awareness and resilience-oriented behaviors

The consultant is expected to conduct a brief competency and contextual analysis to identify priority behavioral and workforce competencies relevant to women workers in the RMG sector. Findings from this process should inform the final competency framework and assessment architecture.

The consultant is encouraged to propose additional technical frameworks, assessment methodologies, AI-supported systems, or analytical approaches that strengthen the quality, fairness, usability, and practical relevance of the assessment system.

## **5. Scope of Work**

The consultancy will be implemented in four sequential phases.

### **Phase 1: Inception, Review, and Context Analysis**

The consultant will conduct an inception process and contextual review to establish a shared understanding of the assignment and assessment expectations.

This phase will include:

- Inception meeting with CARE Bangladesh
- Review of project documents and aspiration workshop approaches
- Review of existing workforce assessment tools and career-readiness systems
- Review of low-literacy digital assessment practices
- Review of ethical AI and responsible data management approaches
- Consultation with CARE technical teams and relevant stakeholders

The consultant will also conduct field consultations to better understand:

- Worker competencies and workplace realities
- Leadership pathways and advancement barriers
- Digital familiarity and accessibility challenges
- Workforce transition and adaptability needs
- Contextual workplace requirements within the RMG sector

Field consultations may include:

- FGDs with women workers
- KIs with supervisors and HR personnel
- Consultation with CARE staff and trainers
- Limited workplace observations

## **Phase 2: Competency Framework and AI-Enabled Assessment System Development**

The consultant will develop a competency framework and design the AI-enabled competency and career-readiness assessment system.

The assessment system should:

- Assess communication and logical reasoning abilities
- Evaluate behavioral and leadership competencies
- Assess workplace adaptability and digital readiness
- Generate competency gap insights and readiness profiles
- Support low-literate and semi-literate users
- Include Bangla language functionality
- Incorporate visual and/or audio-based guidance where necessary

The consultant will define:

- Competency categories
- Assessment indicators
- Assessment logic and scoring framework
- Worker profiling methodology
- Career-readiness categorization
- Learning pathway recommendation approach

The consultant will ensure:

- Ethical AI usage
- Bias mitigation measures
- Responsible data collection and storage
- Transparency in scoring and assessment logic
- Accessibility and usability for target users

The consultant should demonstrate usability validation with low-literate users and ensure that the platform minimizes literacy barriers through:

- Audio instructions
- Visual cues
- Simplified navigation
- Assisted mode functionality
- Accessibility testing results

The proposed system may include:

- Mobile-friendly interface
- Gamified assessment system
- Tablet-assisted administration
- Facilitator-assisted administration mode
- Web-based dashboard/reporting system
- Offline functionality for low-connectivity environments

### **Assessment Output & Reporting Expectations**

The consultant will ensure that the assessment system is capable of generating:

- Individual worker assessment profiles
- Competency gap summaries
- Career-readiness insights
- Workforce adaptability insights
- Learning and advancement pathway recommendations
- Cohort-level analytical reports and trends
- Downloadable/exportable assessment summaries where applicable

The reporting structure should support CARE Bangladesh in:

- Identifying worker competency gaps
- Planning future training interventions
- Supporting mentoring and advancement pathways
- Identifying workers for advanced leadership and career progression initiatives
- Aligning workers with suitable development pathways following aspiration workshops

### **Phase 3: Prototype Development**

- Develop the architecture of the AI-based aptitude tool, including:
  - a. Platform of usage (mobile app and/or web-based tool, offline version)
  - b. Indicators and scoring logic
  - c. Data inputs and outputs
  - d. Bias mitigation mechanisms
  - e. Low-literacy-friendly user interface (Bangla, audio/visual instructions)
- Build the prototype, adhering to CARE's AI policy, and branding guidelines where branding and visibility are required, and then present it to CARE Bangladesh for review.
- Modality of AI tool usage
- Documentation of adherence to CARE's AI policy and explaining the privacy and security of collected data of the end users.

The consultant must ensure that all AI technologies, models, APIs, and third-party platforms used within the proposed system comply with CARE Bangladesh and CARE USA AI governance requirements.

### **The consultant must provide:**

- AI model documentation and explainability methodology
- Human review and override mechanism
- AI risk assessment summary
- Third-party dependency list
- Data hosting and processing location details
- Security architecture documentation
- Vendor/platform compliance declaration

### **Phase 4: Pilot Testing and Validation**

The consultant will conduct pilot testing of the assessment system in selected factory settings.

This phase will include:

- Pilot testing with women workers
- Observation of usability and accessibility challenges
- Review of assessment duration and user comprehension
- Collection of feedback from workers, supervisors, HR personnel, and CARE staff

The consultant will facilitate one validation workshop with CARE Bangladesh and relevant stakeholders to:

- Present pilot findings
- Validate competency framework and assessment logic
- Review usability and implementation feasibility
- Validate reporting outputs and assessment insights
- Finalize recommendations for refinement

Feedback from the validation process must be incorporated into the finalized assessment system.

### **Phase 5: Finalization and Capacity Building**

Following validation and refinement, the consultant will finalize all deliverables and conduct orientation sessions for CARE Bangladesh staff.

This phase will include:

- Finalization of the AI-enabled assessment system
- Finalization of reporting and dashboard structures
- Submission of all supporting documentation
- Development of implementation guidance materials
- Orientation session for CARE staff and relevant stakeholders

The orientation session should cover:

- Assessment administration process
- Interpretation of worker assessment profiles
- Competency gap analysis and reporting
- Learning pathway recommendation process
- Ethical handling of participant data
- Troubleshooting and operational guidance

### **5.1 Tool Accessibility & Roll-Out Expectations**

The consultant must ensure that the proposed assessment system is practical and accessible for women workers with varying literacy and digital familiarity levels.

The assessment system should:

- Be available in Bangla language
- Use simple and user-friendly navigation
- Include visual and/or audio instructions where appropriate
- Minimize text-heavy interactions
- Support mobile and/or tablet-based administration
- Allow facilitator-assisted administration where required
- Be suitable for factory training environments
- Consider limited internet connectivity and operational constraints

The consultant should clearly explain the proposed implementation modality within the technical proposal, including:

- Device requirements
- Administration process
- Offline/online functionality
- User support requirements
- Data synchronization approach

## **5.2 Hosting and Infrastructure**

The consultant must clearly describe:

- Proposed hosting architecture (cloud/on-premises/hybrid)
- Infrastructure ownership model
- Minimum system requirements
- Scalability approach
- Backup and recovery mechanisms
- Business continuity arrangements
- Expected recurring operational/licensing costs
- System maintenance requirements after deployment

## **5.3 Sustainability and Support**

The consultant should provide:

- Minimum post-deployment technical support period. To be clearly mentioned. Minimum of one year as an example.
- Bug fixing support
- Knowledge transfer sessions
- System administration documentation
- Technical handover documentation

## **6. Information Security & Data Protection Requirements**

The consultant must ensure that the proposed system follows industry-standard information security and responsible data management practices, including:

- Encryption of data both in transit and at rest
- Role-based access control (RBAC)
- Secure user authentication mechanisms
- Audit logging and activity monitoring
- Secure backup and disaster recovery arrangements
- Controlled administrative access
- Protection against unauthorized access and data leakage
- Secure API and third-party integration practices
- Defined data retention and deletion procedures
- Compliance with CARE Responsible Data Guidelines and ICT security policies

The consultant must clearly specify:

- Where data will be hosted
- Whether any data leaves Bangladesh
- Whether external AI services/APIs are used
- Whether assessment data is used for AI model training
- How personally identifiable information (PII) will be protected

## **7. Reporting and Coordination**

The consultant will report directly to the Project Manager – Soft Skills, Oporajita Phase II, CARE Bangladesh. Technical oversight will be provided by CARE Bangladesh's relevant technical team. All deliverables must be reviewed and approved by CARE Bangladesh prior to finalization.

## **8. Consultant / Firm Qualifications**

The ideal team should bring together multidisciplinary capabilities to deliver a robust and context appropriate AI based aptitude test. Preferred qualifications include:



### Technical & AI Expertise

- Proven experience in AI/ML-enabled digital systems, assessment platforms, data analytics, or technology-enabled evaluation tools, with demonstrated practical implementation experience in relevant projects.
- Knowledge of psychometric assessment, behavioral analysis, or competency mapping.
- Understanding ethical AI practices and responsible data management.
- Experience creating low-literacy-friendly digital tools with Bangla interfaces.

### Sectoral Knowledge

- Good understanding of the RMG sector in Bangladesh, worker profiles, factory structures, and common workforce challenges.
- Experience working on issues related to women's empowerment, worker development, and gender equity.
- Knowledge of climate resilience, heat stress, and occupational safety in industrial settings.

### Research & Training Skills

- Experience conducting FGDs, KIs, workplace observations, and field assessments with women workers.
- Strong communication and facilitation skills in Bangla and English.
- Capacity to produce clear, practical manuals and guidelines for diverse users.

## 9. CARE's Responsibilities:

CARE Bangladesh will:

- Provide overall coordination and technical guidance
- Facilitate coordination with factories and stakeholders
- Provide access to relevant project documents
- Review and provide feedback on deliverables
- Ensure alignment with CARE policies and project objectives
- Facilitate validation and orientation sessions
- Verify compliance with safeguarding, gender equality, ethical AI, branding, and responsible data management standards

## 10. Key Deliverables and Timeline:

The consultancy is expected to start on **June 2026**. The winning consultants/firm will get **60 working days** from signing the contract to provide satisfactory final deliverables without fail as no time extension will be granted.

SL	Key Deliverable	Timeline
1.	Inception Report including methodology, workplan, stakeholder consultation plan, competency mapping approach, and proposed assessment framework	<i>Within (05) working days of contract signing</i>
2.	Context Analysis & Competency Mapping Report	<i>Within (20) working days of contract signing</i>
3.	Draft AI-Enabled Competency and Career-Readiness Assessment Framework and Prototype System	<i>Within (35) working days of contract signing</i>
4.	Pilot Testing, Validation Workshop, and Pilot Findings Report	<i>Within (45) working days of contract signing</i>
5.	Revised and Finalized Assessment System, Reporting Structure, and Admin Dashboard	<i>Within (52) working days of contract signing</i>
6.	User Manual, Implementation Protocol, Orientation Materials, and Reporting Guidance – Conduct Day-long Orientation Session	<i>Within (55) working days of contract signing</i>

7.	Final Submission of All Deliverables	<i>Within (60) working days of contract signing</i>
<b>Total</b>		<b>60 days</b>

## 11. Evaluation Criteria

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

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

### Technical Evaluation Criteria

SL.	REQUIREMENTS	Score (%)
A	Overall Proposal Suitability, Understanding of Assignment, Methodology and Technical Approach	60%
C	Relevant Organizational Experience and Previous Assignments	10%
D	Team Composition	10%
<b>Sub-total</b>		<b>80%</b>

### Financial Evaluation Criterion:

Only the technically qualified bidders will be considered for this evaluation, and the lowest bidder will be assigned with full/highest marks that is 20% and the subsequent highest bidders will get proportionate lower score out of 20% based on *Cost-effectiveness & value for money*.

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

## 12. Application Process

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

### Technical Proposal:

1. Relevant organizational profile and previous experience
2. Detailed methodology and workplan
3. Team composition and CVs
4. Proposed implementation modality
5. One-page expression of interest

### Financial Proposal:

1. Detailed budget including VAT & TAX
2. Budget notes and cost breakdown

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

## 13. Terms of Payment:

The Consultant will be paid as per the following schedule:

PAYMENT MATRIX	
Deliverables	% on total Purchase Value
Approved submission of Deliverable 01	20%
Approved submission of Deliverables 04	40%
Approved submission of Deliverables 07	40%

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.

#### 14. 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:

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

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

#### 15. Managing Unexpected Situations

The consultants must keep this in their prime consideration on how to manage any unexpected situation like strikes and political uprisings, natural disaster that may affect the overall consultancy of work. They should keep options for contingency plans and alternatives without compromising the overall quality, purpose, and timeline.

#### 16. Intellectual Property Rights

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

All system source code, configuration files, assessment logic, datasets, dashboards, documentation, and related intellectual property developed under this consultancy shall remain the property of CARE Bangladesh unless otherwise agreed in writing.

The consultant must ensure that CARE Bangladesh has sufficient administrative and operational access to maintain and use the system independently after project completion.

#### 17. Confidentiality and Ethical Considerations

The consultant must maintain strict confidentiality regarding all factory-level data, HR policies, internal documents, and stakeholder consultations accessed during the assignment.

Any information collected from workers or factory personnel must be handled ethically and responsibly. Informed consent must be obtained prior to conducting interviews or consultations with a clear participant

consent process, explanation of AI involvement in assessment, privacy notice in Bangla, clear instructions on how participant data will be used, and an option for facilitator-assisted informed consent. Sensitive information, particularly related to gender-based violence (GBV), workplace grievances, or compliance issues, must be treated with discretion.

The consultant may not share, publish, or use any materials or findings without prior written approval from CARE Bangladesh.

**18. Contractual Arrangements:**

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