



CARE Bangladesh

Term of Reference (TOR) for Endline Evaluation

Women Thrive in Bangladesh Project

Commissioned by CARE Bangladesh
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1. Overview of Thrive Project

The Women Thrive in Bangladesh Project, implemented by CARE Bangladesh under its Dignified Work Program, aims to promote decent work and economic empowerment for women workers in Bangladesh. Initially funded by USAID and PVH, the project later continued with sole funding support from PVH following the USAID stop-work order. Thrive focuses on enhancing women workers' skills, leadership, resilience, and collective action in both the Ready-Made Garment (RMG) and informal sectors, while strengthening institutional responsiveness to gender equality and COVID-19-related challenges in the world of work.

Since October 2021, the project has reached over 67,664 women workers across 59 factories within PVH's supply chain and surrounding communities in Dhaka, Gazipur, Ashulia, Savar, Mymensingh, Narsingdi, Narayanganj, and Chattogram through life skills (P.A.C.E.) training and empowerment initiatives. The project has also established 335 master trainers, supported the promotion of 2,523 women workers into higher-level positions, and formed Joint Implementation Teams (JITs) to institutionalize women's empowerment and workplace coordination mechanisms within factories.

2.1. Rationale and Purpose of Endline Evaluation:

The endline evaluation of the CARE Bangladesh Women Thrive Project will assess overall achievements and impact in advancing women's economic empowerment, leadership, workplace participation, and resilience in the RMG and informal sectors. It will measure progress against baseline and target indicators, focusing on changes in women workers' agency, skills, career progression, and economic outcomes. The evaluation will also assess the effectiveness of key interventions such as P.A.C.E. training, EKATA model, collective action, and workplace engagement in addressing structural gender barriers and promoting decent work. Overall, it will generate evidence, lessons learned, and recommendations to inform future programming, policy engagement, and scaling of women's economic empowerment initiatives.

2.2. Specific Objectives of the Endline Evaluation

- Evaluate overall project performance against planned outputs, outcomes, and MEL indicators aligned with the Results Framework.
- Assess changes in women workers' leadership, agency, skills, productivity, career progression, and economic empowerment compared to baseline/endline values.
- Examine the effectiveness of key interventions (P.A.C.E., EKATA, collective action, workplace engagement, and advocacy) in addressing structural gender barriers.
- Assess improvements in gender-responsive workplace systems, including policies, grievance mechanisms, anti-harassment measures, and worker voice.
- Evaluate sustainability, contextual factors, stakeholder perceptions, and generate lessons learned, best practices, and recommendations for future programming and scale-up.

2.3 Scope of Works

- Conduct comprehensive desk review of all relevant project documents, including proposal, Results Framework, MEL plan, baseline/midline reports, and related materials to inform evaluation design.
- Develop a robust mixed method endline evaluation framework, including sampling strategy, evaluation matrix, analytical approach, and data collection plan aligned with donor requirements.

- Design and finalize gender-sensitive quantitative and qualitative tools in English and Bangla, including questionnaires, FGDs, KIs, observation guides, and case study formats.
- Prepare field implementation protocols, including enumerator manuals, safeguarding measures, consent procedures, risk mitigation, and quality assurance systems.
- Conduct enumerator training and pilot testing, refine tools based on feedback, and ensure readiness for high-quality field implementation.
- Lead quantitative and qualitative data collection across project locations using participatory and digital approaches with relevant stakeholders.
- Analyze project performance against the Results Framework, assess effectiveness of gender-transformative interventions, evaluate sustainability and systems change, document lessons learned and case studies, facilitate validation and dissemination sessions, and submit all required final deliverables.

3. Evaluation Questions aligned with Evaluation Criteria

- To what extent did the Thrive Project achieve its intended outputs, outcomes, and overall goal of advancing women's economic empowerment and decent work in the RMG and informal sectors?
- How effectively did the project improve women workers' leadership, agency, confidence, skills, negotiation capacity, and participation in workplace decision-making?
- How effective were key interventions (P.A.C.E., EKATA, collective action, workplace engagement, and advocacy) in enhancing productivity, career progression, and access to better employment opportunities?
- To what extent did the project strengthen worker voice, collective action, and engagement with workplace structures such as committees and trade unions?
- How effectively did the project improve gender-responsive workplace systems, including policies, grievance mechanisms, and anti-harassment measures, while addressing structural barriers and GBV risks?
- How did the project contribute to women workers' economic resilience, wellbeing, recovery, and adaptation to shocks, including COVID-19 impacts?
- How sustainable are the project's results, systems, partnerships, and institutional changes, and what key lessons, challenges, and recommendations can inform future programming and scale-up?

4. Brief Methodology for Endline Evaluation

The endline evaluation of the Women Thrive in Bangladesh Project will adopt a mixed-methods approach, combining quantitative and qualitative methods to generate a comprehensive understanding of project achievements, outcomes, sustainability, and lessons learned. The methodology will ensure triangulation of findings from multiple data sources, alignment with the Results Framework and MEL Plan, and adherence to ethical and gender-responsive evaluation standards.

4.1. Quantitative Methodology: The quantitative methodology will assess changes in key indicators related to women's economic empowerment, leadership, workplace participation, productivity, resilience, and institutional responsiveness against baseline values and project targets. The assessment will measure improvements in women's leadership, confidence, professional skills, career progression, workplace participation, awareness of rights, and access to grievance and anti-harassment mechanisms. It will also examine factory-level benefits and return on investment (ROI)

(ROI) through reduced absenteeism, migration, machine idle time, and rework, alongside personnel-level outcomes including reduced stress, stronger communication, problem-solving capacity, and confidence in decision-making. Additionally, the evaluation will assess the sustainability and responsiveness of gender-sensitive workplace systems and practices.

4.2. Qualitative Methodology:

The qualitative methodology will generate in-depth insights into participant experiences, behavioral changes, workplace dynamics, institutional responsiveness, and the sustainability of project outcomes. The evaluation will apply a participatory and gender-sensitive approach using Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), In-Depth Interviews (IDIs), workplace observations, case studies, transformation stories, and stakeholder consultation meetings to capture diverse perspectives and contextual evidence.

Qualitative inquiry will engage a wide range of stakeholders, including women workers and project beneficiaries, factory management representatives, trade unions and worker representatives, CARE staff and project facilitators, community leaders, local stakeholders, sector experts, institutional actors, employers, and private sector partners. These consultations will help assess perceived changes, challenges, lessons learned, and the sustainability of project interventions and workplace systems.

Qualitative exploration will focus on perceptions of women's empowerment, confidence, leadership, workplace participation, and decision-making, as well as the effectiveness of training and capacity-building initiatives. It will also assess worker voice and engagement mechanisms, workplace culture and gender responsiveness, sustainability of systems and partnerships, institutional engagement and policy influence, key barriers and enabling factors, and stories of transformation, innovation, and positive change.

4.3. Target Respondents: The survey will include representative samples from:

- Women workers in participating factories
- Community-based women participants
- Informal sector workers
- P.A.C.E. and EKATA training participants
- Workers promoted to higher roles
- Beneficiaries engaged in collective action initiatives
- Project partners (Factory Management/ owners, Employees and Employers' Associations, DIFE, DoI, Buyers etc.)

4.4. Sampling Approach: The consultant will develop a statistically representative sampling framework using appropriate sampling techniques such as stratified random sampling and purposive sampling where applicable. The sampling strategy will ensure:

- Representation across geographic locations
- Representation across direct and licensee vendors of PVH supply chains
- Inclusion of different beneficiary categories
- Adequate representation of factory and community participants
- Comparison with baseline respondent profiles where feasible
- Gender and diversity-sensitive sampling considerations

5. Learning, Dissemination, and Utilization

The evaluation methodology will incorporate learning and utilization components to ensure findings are actionable and useful for stakeholders. This will include:

- Stakeholder consultation and engagement in consultation with CARE Bangladesh
- Validation and dissemination workshops
- Presentation of key findings and recommendations
- Documentation of lessons learned and best practices
- Development of knowledge products and case studies
- Design and Print 3 pages strategics report (500 copies) for wider sharing and dissemination
(Note: Participants list will provide by CARE Bangladesh for dissemination workshop).

The final evaluation findings and recommendations will support organizational learning, future programming, policy engagement, private sector collaboration, and scaling of women's economic empowerment interventions.

6. Deliverables

The consultant will be responsible for the following deliverables:

Deliverables	Details	Timeline
Detail work plan with survey instrument	Detailed work plan with methodologies, sampling strategy, evaluation framework, field data collection plan and along with quantitative and qualitative survey instrument in English and Bangla	Within 2 weeks of contract signing
Draft Endline Evaluation Report	Draft report including findings, analysis, conclusions, lessons learned, and recommendations	Within 4 weeks after fieldwork
Final Endline Evaluation Report with three pages strategics papers for wider sharing and dissemination.	Final Endline Evaluation Report incorporating CARE and donor feedback. Provide separate strategics report (maximum three pages) incorporating feedback received from validation and dissemination workshop.	Within 1 week after review
Final Datasets and Annexures	Raw datasets, cleaned datasets, transcripts, codebooks, tools, photos, and presentations	Along with final report

7. Duration and Timeline for Evaluation: The Thrive Endline Evaluation is tentatively planned for May - June 2026, concluding by 30 June 2026.

8.1. CARE Bangladesh Role: CARE Bangladesh will provide all relevant project documents, facilitate access to factories, communities, women workers, and key stakeholders, and support coordination with other partners. It will review key deliverables, ensure alignment with the work plan and quality standards, and technical support validation workshops and dissemination events to promote learning and uptake of findings.

8.2. Consultant/Firm Role: The Consultant/Firm will be responsible for the overall design, coordination, and implementation of the endline evaluation in line with the TOR, agreed methodology, and ethical standards. This includes developing a robust mixed-methods evaluation framework, ensuring high-quality and gender-responsive data collection and analysis, and maintaining strict adherence to safeguarding, confidentiality, and data protection principles. The firm will apply strong quality assurance and triangulation methods to ensure credible findings, integrate feedback from CARE Bangladesh and ensure timely delivery of all outputs. It will also facilitate stakeholder engagement processes, including validation workshops and dissemination

sessions, and produce all required deliverables such as the inception report, tools, datasets, analysis outputs, and final evaluation report.

9. Required Expertise and Qualifications

The consulting firm/team should have at least 7 years of experience in research, evaluations, and assessments, with strong expertise in gender, women's empowerment, labor rights, and RMG sector programming. The team should demonstrate proven experience in conducting evaluations for foreign donors and private sector-funded projects, applying mixed-method approaches, and utilizing digital data collection and statistical analysis tools. Strong quantitative and qualitative analytical capacity, excellent English report writing skills, and a gender-balanced, technically competent evaluation team are also required.

10. Payment Schedule

Deliverables	Percentage
<ul style="list-style-type: none"> - Detail work plan with survey instrument - Analytical Framework and - Finalized Evaluation Instruments - Data collection and draft Report 	50%
<ul style="list-style-type: none"> - Submission of Draft Evaluation Report with Data Tables - Submission and Approval of Final Evaluation Report - Separate strategics report (three pages) for wider sharing and dissemination. - Dissemination Workshop Report - Annexures and Cleaned Datasets/Data Sheets 	50%

11. Submission Requirements: Interested consulting firms/agencies are invited to submit a technical proposal, financial proposal, organizational profile, relevant experience and references, proposed methodology and work plan, team composition with CVs, and sample evaluation reports. The evaluation process will assign 70% weight to the technical proposal and 30% to the financial proposal.

Technical Evaluation:

Technical evaluation criteria	Score
Previous Experience and Organizational Capacity: Demonstrated experience in conducting similar evaluations, particularly in women's empowerment, gender, life skills, and RMG sector programs. The proposal should reflect a clear understanding of the project context and incorporate this understanding into the proposed methodology.	15
Team Composition and Key Personnel Expertise: Qualification, relevant experience, and technical expertise of proposed team members, including Team Leader and sector specialists. Consideration will also be given to gender balance within the team and experience in gender-sensitive evaluations.	20
Proposed Methodology and Evaluation Approach: Quality, clarity, and practicality of the proposed methodology, including sampling strategy,	20

data collection methods, analytical framework, ethical considerations, and quality assurance mechanisms.	
Work Plan and Implementation Schedule: Detailed evaluation plan with clear timeline, assignment of roles and responsibilities, field activities, deliverables, and feasibility of completing the assignment within the proposed timeframe.	15
Total score	70

Financial Evaluation:

The participated bidders will be considered for this evaluation and the lowest bidder will be assigned with full/highest marks that is 30% and the subsequent highest bidders will get proportionate lower score out of 30%.

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.

Penalty:

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.