

Request for Proposal

Consultant (Individual/Firm) for Developing Human Resource Manual

Section - 1: Background

Bandhu Social Welfare Society (Bandhu) is a national-level welfare-oriented non-governmental organization that respects indigenous values and traditions and has been working to improve the quality of life of transgender and marginalized communities since July 1997 through registration with the Ministry of Social Services and the NGO Affairs Bureau of the Government of the People's Republic of Bangladesh. Currently, 'Bandhu' is working to improve the quality of life of the mentioned communities through 36 field offices in 22 districts, providing them with healthcare, sexual and reproductive health, especially HIV prevention, and human rights protection activities, as well as good governance, cultural preservation, humanitarian assistance, and sustainable economic development. Bandhu's various activities play a special role in achieving the Sustainable Development Goals (SDGs) of the Government of Bangladesh, especially Goals 1, 3, 4, 5, 8, 10, 16, and 17.

Rationale

A Community-Based Organization (CBO) is a non-profit, grassroots group operating at a local level to address specific community needs, such as health, education, or infrastructure. Led by community members, CBOs prioritize local leadership, trust, and tailored solutions to improve the well-being of residents within a specific geographic area. Bandhu Social Welfare Society has been supporting and working towards the development of the people from the Hijra & Marginalized population in Bangladesh, especially CBOs for the longest, uninterrupted time without difficulties. However, Bandhu would like to establish an HR Manual ambience not only within the organization but also within its CBOs and collaborating people as well. As a part of the Nagorikata-CEF-funded project plan, Bandhu has taken some necessary steps and is also yearning to move forward regarding HR Manual development. Bandhu is also committed to implementing best practices and continuously improving its efforts to promote a smooth operation of the CBOs. As part of this, Bandhu has planned to hire a Consultant/Consultancy firm to develop the HR Manual (aligned with the administrative issues) to enhance the capacity of the CBOs as well as the staff members for smooth functioning of the CBOs.

Section - 2: Proposed Consultancy:

2.1 Scope of the work	<ul style="list-style-type: none">• Conduct an inception meeting with the Bandhu and its CBO team.• Study the existing Bandhu internal policies (if needed), Nagorikata-CEF-funded project requirements, and CBOs' constitutions.• Closely work with the Bandhu team (Nagorikata-CEF & HR Dept.) as well as the CBO team and work on developing the HR Manual.• Develop a standard HR manual that can be enhanced and implemented as per need through changing the security
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	<p>environments of the CBOs.</p> <ul style="list-style-type: none"> • Arrange a Sharing session with Bandhu HR department and related staff (CBOs) that helps them to implement the procedures on their own.
2.2 Objective of the consultancy	<ol style="list-style-type: none"> i. Develop a comprehensive, clear, and standardized Human Resources Manual that defines HR policies, procedures and practices in line with the organization's/CBO's mission, values and legal framework and aligned with the organization's/CBO's administrative systems and practices. ii. Ensure consistency, transparency and fairness in HR management including recruitment, compensation, performance management, leave, discipline and separation. iii. Strengthen institutional capacity by providing clear guidance to management and staff on roles, responsibilities, rights and obligations. iv. Minimize HR-related risks and disputes by documenting procedures and decision-making processes and Promote efficient HR operations, accountability and good governance within the organization.
2.3 Target Participants	<ul style="list-style-type: none"> • Primary focus: Hijra communities and other gender-marginalized communities (Sex workers, Minority ethnic groups/indigenous people, people living with disabilities, etc.). • Do not force categories; use self-identification and do-no-harm language.
2.4 Methodology	<p>The assignment will be implemented through a combination of workshop, meetings, and FGDs (if needed) with Hijra & Marginalized Community members of the CBOs, Project staff of Bandhu under the Nagorikata-CEF project. The participatory approach will be used to develop the HR Manual with the current country context align with the labor law. The draft manual will be shared with the relevant CBOs for feedback before finalization.</p>
2.5 Deliverables	<ul style="list-style-type: none"> • Provided to HR Manual Outline • Provided to Draft HR Manual • Final HR Manual (both soft & Hard copy versions) • Summary Presentation to the project staff, Sr. management of Bandhu and the respective CBOs management under Nagorikata-CEF project
2.6 Logistic Note	<p>The Consultant (Individual/Firm) is solely responsible for administering the assessment work. All logistics support to move forward to the CBOs like local conveyance, FGD's cost (if needed) & others relevant cost should be organized by the consultant (if required).</p>
2.7 Key Deliverables	<ul style="list-style-type: none"> • Provided to HR Manual Outline • Provided to Draft HR Manual • Final HR Manual (both soft & Hard copy versions) • Summary Presentation to the project staff, Sr. management of Bandhu and the respective CBOs management under Nagorikata-CEF project

2.8 Time frame	<ul style="list-style-type: none"> • Deadline Submission of Proposal: 16 March 2026 • Shortlist of Consultant (Individual/Firm): 30 March 2026 • Interview: Set the date discussion with management • Duration of the Consultant (Individual/Firm): 45 days (after the signing of the agreement)
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Section - 3: Reporting:

The Consultant (Individuals/Firm) will report directly to the Executive Director of Bandhu and will submit any other required reports. Moreover, he/she will also communicate with the Md. Arifur Rahman, Officer, HR & Admin. After the completion of the task, the Consultant (Individuals/Firm) will submit the final version of the report to Bandhu for review from Bandhu's end. After reviewing, the final deliverables will be submitted in accordance with the clause mentioned in the "Deliverables section".

Section - 4: Requirement of the Individual Consultant:

4.1 In case of Individual/freelance Consultant:

For Consultant (Individual / Firm)

- Advanced degree in MBA in Human Resource Management/BBA/Social Science or related field.
- At least 05 years of proven experience in HR Manual Development. Preference will be given to individuals or firms with experience working with NGOs or INGOs.
- Proven experience relevant field with gender-marginalized communities will be preferred.
- Excellent Writing and Communication skill in both Bangla/English

Section - 5: Basis of Payment

- Consultancy fee has to be based on qualifications and experience, as well as the length and complexity of the assignment. The progress of payment is associate to each output and based on acceptance of the deliverables. The payment is made in 3 installments upon signing the contract.
- After submitting the inception report, 1st installment (30% of the total payment) will be paid
- After submitting the 1st draft of the HR Manual, 2nd installment (40%) will be paid
- After incorporation of the final feedback and submission of the final HR Manual, the 3rd Installment (30% of the total payment) will be paid
- Payment will be made through A/C pay cheque and after deduction of VAT & TAX as per the applicable rate under the law being in force at that time

Section - 6: Guidelines for Proposal Writing

Guideline for Proposal Writing

The proposal (duly signed) should comprise only the following sections and the given page limit. Proposal will be accepted in both hard and soft copies. In case of hard copy offer should be dropped in following address: ***, **Bandhu Social Welfare Society, 99 Kakrail, Dhaka 1000, Bangladesh** (pleasemention 'Consultancy Proposal for Develop Human Resource Manual for

Community Based Organizations (CBO) on top of the envelop) and soft copy only through email to procurement-3@bandhu-bd.org in soft copy form (signed scanned copy mentioning 'Consultancy Proposal **Develop Human Resource Manual for Community Based Organizations (CBO)** ' in subject line).

Topic	Maximum Page Limit
Technical Proposal	
Cover Page	1 Page
Table of Content	1 Page
Understanding of the Assignment	2 pages
Technical Approach and Methodology	3 Pages (Maximum)
Proposed Work Schedule, including dissemination and validation workshop	1 page
Team composition, along with its rationale/role and CVs of the persons involved	As required (but not more than 3 pages)
Any other relevant information (if required only)	2 page
Financial Proposal & Budget detailing	
<ul style="list-style-type: none"> • Consultancy days and fees (in case of more than one-person team, days should be mentioned for every member of the team) • Cost must be included for participants of survey interview, FGD, KII, and IDI (Specially for Hijra and marginalized communities) • Travel (where needed) • Any other expenditure (please mention the nature of expenditure) • VAT and taxes • Total amount including VAT and Tax (it should be BDT) 	
Required annexure	
<ul style="list-style-type: none"> • Organizational profile (in case of firm/org) (submission of interest in org letterhead pad) • Curriculum vitae for main persons involved (in case of individual consultant/team) • Legal Status: Registration, TIN, VAT certificate (if applicable), • Please submit a proof copy of the last return submission. 	
Evaluation Criteria: Technical Proposal and Financial Proposal will be evaluated in the following criteria:	
Technical Proposal-80% (Education 10% of Consultant or Focal Person, Related Experience-30%, Idea & Brief Writing-30%, Sample of previous report 10%)	
Financial Proposal-20%	

Section - 7: Data Sheet

Request for Proposal	Consultant (Individual/Firm) for Developing Human Resource Manual
Submissions required	Proposal including Technical Submissions and Financial Submission
Contact details for all conceptual /contextual queries including any clarifications	If the consultant needs to know anything related to this consultancy please email procurement-3@bandhu-bd.org
Language	English for proposal
Currency for Financial Submission	Bangladeshi Taka (BDT)

Eligibility to apply	As Instructed in Section 4
Address for proposal	The Procurement Team Bandhu Social Welfare Society 99 Kakrail, 2 nd Floor, Dhaka-1000, Bangladesh Phone: +88 02 9339898, 9356868, Email: procurement-3@bandhu-bd.org
Last date of proposal submission	16 March 2026

Section - 8: Withdrawal/Termination of Agreement

The agreement shall be effective between the dates mentioned in the agreement, unless otherwise terminated earlier. Bandhu may terminate the agreement with immediate effect on the occurrence of any irregularities, anomalies relating to activity implementation, and non-compliance with any terms and conditions as agreed upon in the agreement. In the event of a major natural disaster, war or major civil or political unrest, the agreement may be renegotiated and jointly revised between the two parties, recognizing any consequent change in the environment for implementation.

Section - 9: Miscellaneous:

- All the terms & conditions of this agreement are binding upon the parties, and once this agreement is entered into, no provision of this agreement can be questioned.
- Any modification and amendment to the present agreement shall be made in writing with the consent of both parties.
- Both parties assume that this assignment does not go against the rules and regulations of the Government of Bangladesh.
- This agreement shall be subject to Bangladeshi Law. Before undertaking legal steps, the parties shall enter into discussion in order to find an acceptable settlement of such a dispute by direct negotiation.
- Anti-Bribery & Corruption: Bandhu's suppliers/consultants must immediately report any suspicion of fraud or dishonesty in confidence to the Director-F&A (shahid@bandhu-bd.org)/ Executive Director (shale@bandhu-bd.org) through email.
- Bandhu reserves the right to accept or reject in part or in full/one or all quotations /offer/proposals without assigning any reason whatsoever.
- The consultant must sign Bandhu's PSEA policy, child safeguarding policy & Code of Conduct and will be willing adhere to its principles and expected practices. If a breach of the policy or code of conduct takes place the consultancy will be terminated immediately without any financial burden on Bandhu.
- All information about this assignment will belong to Bandhu which the consultant (Individuals/firm) may come into contact with the performance of his/her duties under this assignment. These will remain with the property of Bandhu, and Bandhu shall have exclusive rights over their use. Except for this assignment, the information shall not be disclosed to the public nor used in any way without the written permission of Bandhu. The national & International Copyright Laws are sustained wherever applicable.

Interested consultants or Firms can submit their application by email to procurement-3@bandhu-bd.org, indicating the title of this assignment. The closing date for receipt of proposals is **March 16, 2026**.

