

**Issued on: 20-09-2021**

To

Ms./Mr. ....

Individual Consultant/Consultancy firm

Subject: **Letter of Invitation for Learning Consultant for BRAC.**

Dear Madam/Sir,

BRAC Bangladesh was established in 1972, in response to the post-war devastation of Bangladesh's liberation war. It has grown from a small relief operation in a few villages in the country to become the leading non-governmental organisation (NGO) in the world, operating in 11 countries and reaching nearly 126 million clients. BRAC's mission is to empower the poor through services and economic opportunities in order to address the root causes of poverty and realise the potential of the most disadvantaged people. BRAC was named the number one NGO in the world 5 consecutive times in terms of impact, innovation and sustainability by the NGO Advisor, polling a host of development professionals.

As Bangladesh slowly industrialises and urbanizes, new areas of underdevelopment and pockets of poverty are emerging that need focus. These new challenges require both an organisational and strategic response from BRAC. Such a response reinforces the focus on existing success areas such as BRAC's community-driven model for microfinance, health and education, while calling for greater attention to tackle emerging challenges by building on its previous success.

For this reason, we are looking for a suitable consultant/ consultancy firm to serve the purpose.

Here we are enclosing the ToR for the consultancy service. We are looking forward to receive (i) CV/ Profile of the Individual mentioning the required experiences as per the attached ToR (ii) a technical proposal describing the methodology (iii) a budget for the assignment

**RFP No: BPD/2021/RFP-1898/v1**

**Closing Date & Time: 04-10-2021 02:30 PM (Dhaka Local Time)**

Please submit the Proposal **on 04-10-2021 02:30 PM (Dhaka Local Time)** in **tender.brac.net**

**"Women entrepreneur are very much encouraged to participate".**

**Payment Condition:**

Mode of payment will follow the below conditions :

**The payment will be made in three installments:**

- First installment (20% of the total amount) will be made after the finalisation of the work plan to be followed
- Second installment (40% of the total amount) will be made after designing the Learning Workshops and conducting TOTs.
- Last installment (rest 40% of the amount) will be made after submission of the designed Learning Framework and acceptance by BRAC.

Payment would be made to the Consultant after acceptance/recommendation by the programme through an automatic Bank transfer directly into any scheduled Bank in Bangladesh in favour of consultant. For payment, consultant has to submit an invoice duly describing the agreed accomplishment. It is noted that the Firm must fill up their accounts information as per instruction **i) Account name ii) A/C number iii) Bank name iv) Branch**

BRAC  
BRAC CENTRE  
75 Mohakhali  
Dhaka 1212

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name v) E-mail address vi) Routing Number.

Payments will be subject to deduction of VAT & Tax at source as per Govt. Rule. (If applicable).

Payment will be disbursed within 30 to 60 days after vetting by Programme.

Consultant must submit 13 digits new BIN, Trade license (Applicable for firm) & TIN (applicable for both firm & Individual) with proposal and Mushok 6.3 (Applicable for firm) with invoice.

**Please note: Invoice date and Mushak 6.3 date must be the same.**

**You are requested to affix 10Tk stamp on the bill.**

*For approval of your account during the supplier registration process, and for any other clarification, please contact Mohammad Ali (Deputy Manager, 01713158440 & mohammad.ali@brac.net)*

Thanking you  
Sincerely

Moinuddin Islam  
Senior Manager  
BRAC Procurement Department  
BRAC Head Office  
BRAC Centre, Ground Floor  
75 Mohakhali  
Dhaka 1212, Bangladesh

## STANDARD REQUEST FOR PROPOSALS (RFP) DOCUMENTS

### Section 4: Financial Submission Form (BPD 5-15)

To:  
BRAC Procurement Department  
BRAC Head Office  
BRAC Centre, Ground Floor  
75, Mohakhali, Dhaka 1212

Date:

Ladies/Gentlemen:

We agree to be bound by the **Letter of Invitation** and we hereby submit our attached Financial Proposal for the sum of:

<<em>insert currency and amount in both, words and figures>

The amount is including of local taxes & vat.

We confirm that our Proposal shall remain valid, from the closing date, for the period stated in the RFP.

Our Financial Proposal is binding upon us and shall be subject to any modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:

Name and Address of Agents/Recipient	Amount and Currency	Purpose of Commission or Gratuity
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We understand you are not bound to accept any or all Proposals you receive..

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

Firm's Seal or Stamp:

## Terms of Reference (ToR)

### Learning Consultant for BRAC

#### 1. Overview of BRAC

BRAC Bangladesh was established in 1972, in response to the post-war devastation of Bangladesh's liberation war. It has grown from a small relief operation in a few villages in the country to become the leading non-governmental organisation (NGO) in the world, operating in 11 countries and reaching nearly 126 million clients. BRAC's mission is to empower the poor through services and economic opportunities in order to address the root causes of poverty and realise the potential of the most disadvantaged people. BRAC was named the number one NGO in the world 5 consecutive times in terms of impact, innovation and sustainability by the NGO Advisor, polling a host of development professionals.

As Bangladesh slowly industrialises and urbanizes, new areas of underdevelopment and pockets of poverty are emerging that need focus. These new challenges require both an organisational and strategic response from BRAC. Such a response reinforces the focus on existing success areas such as BRAC's community-driven model for microfinance, health and education, while calling for greater attention to tackle emerging challenges by building on its previous success.

#### 2. Learning in BRAC

Learning is not a one-off activity where an ultimate answer is found, but is a cumulative process, which progresses at a pace dictated by the environment, maintaining a balance between reflection, learning and action. The definition gives the aspect of experience as a source of learning. While there are many sources of learning, it is useful that attempts are made to exploit an organisation's experience and actions as main sources of learning, at times even to learn from mistakes made along the way. Learning is therefore seen as a proactive activity where one is always looking for a different and hopefully better way to do something. It is the basis for discovery as with creativity, individuals always seek to improve what is or has been

the status quo. [ 1 ]

BRAC believes that changes are built on the learnings from the past. So its MEAL system is based on 'What BRAC is', 'What its core mission is', and 'Its four fundamental values'. To this end, MEAL aims to combine the existing monitoring functions - both programmatic and central, with Evaluation and Learning functions. BRAC aims to become bolder in taking newer challenges, where there are risks of failures associated, especially in a dynamic scenario such as in Bangladesh. The global economy and the development sector are going through enormous changes as the pandemic situation

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continues to affect every nation and Bangladesh is no exception. Hence, it is important that BRAC takes a holistic approach combining its Monitoring, Evaluation, Accountability and Learning functions with one another and with programme design and implementation, and constantly produce evidence-based learnings. 'Better Knowledge Management' is one of the five areas of organisational development priorities in BRAC Strategy 2021-2025. The strategy emphasises on strengthening and building knowledge generation capacity across the organisation for increased advocacy and impact. BRAC has always had a culture of learning and adaptation. However, to achieve the aforesaid, it is essential that a structured learning system is developed and implemented.

### **Rationale for Learning**

An enhanced learning mechanism taps into the tacit knowledge within the organisation and turns it into a valuable resource which supports evidence-based decision making. Learning is the primary driver which enables an organisation to adapt and reinvent themselves through changing conditions to stay relevant. Learning builds the capacity of people in the organisation to think collaboratively and create innovative solutions.

### **3. Objective of the Assignment**

*The primary objective of this assignment is to document the existing learning practices/culture and design a learning system that promotes capturing and sharing evidence-based learning in a systematic manner.*

The specific objectives of the assignment will be to:

- Develop a learning framework for the organisation which can be cascaded down to the programmes
- Redefine the purpose and process of Design "Periodic Learning and Reflection Workshops" for BRAC programmes which can feed the organisation level learning and knowledge generation
- Design cross-programme learning sessions
- Prepare and conduct Training of Trainers (TOT) for BRAC MEAL Department

### **4. Responsibilities of the Consultant**

The consultant will be working in close collaboration with BRAC MEAL department. The consultant is expected to:

- Develop a work plan in consultation with BRAC MEAL Department and relevant programmes
- Review related documents and reports and conduct necessary inquiries
- Conduct workshops, KIIs, FGDs with programme personnel to identify existing learning mechanisms, and challenges and barriers to Programmatic Learning
- Develop Learning Framework
- Define broader learning questions
- Identify learning activities (e.g. surveys/reflection meetings/etc.) to generate new knowledge

- Propose appropriate Knowledge Management (Archiving) mechanisms
- Develop a Communication Plan for Implementing the Learning Framework
- Prepare and conduct TOTs for BRAC MEAL Department on Learning Workshops/Sessions (individual programme and cross-learning) for programmes and their staff

## 5. Key Deliverables

- Inception report with specific work plan
- Report on Stocktake of Existing Learning Mechanisms, Challenges and Barriers to Learning
- TOTs for BRAC MEAL Department Staff and a training report
- Design of learning workshops and cross programme learning sessions
- "Learning Framework" and Communication Plan for implementation of Learning Framework

## 6. Qualification of the Consultant

The expert must have

- Master's degree with relevant research experiences in Economics, Development Studies, Sociology, Business Studies, or any other relevant field of social science having at least ten years of research experience in relevant fields; candidates with a PhD in the above with relevant experience will be preferred
- 10 years of working experience in strategic learning, knowledge management, organisational development, communications, and/or M&E
- Experience facilitating and harnessing strategic learning to improve organisational operations and/or performance in an international development context.
- Experience of working with learning and development initiatives in Bangladesh (preferably BRAC)
- Demonstrated ability to develop, and review, strategic frameworks, manuals, training curricula and associated materials for a professional audience.
- Prior experience of working with BRAC and similar large organisations will be preferred
- Excellent writing skills in English

## 7. Timeline and Level of Effort

The assignment will be carried out from September- December 2021. The level of effort is a total of approximately **3 Months**, starting from agreement signing. The final deliverables need to be submitted to BRAC by the consultant by **Dec 30, 2021**. Consultant will follow the timeline given below. It is expected that the final deliverables would not require any language editing.

### Timeline

<b>A. Preparatory Work</b>	
Inception Meeting with BRAC MEAL Department and development of work plan	1 Day
<b>B. Stocktake of Existing Learning Mechanisms</b>	

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Meeting, KIIs, FGDs with relevant programmes and personnel	10 Days
Presentation of Stocktake Findings	3 Days
<b>C. TOTs for BRAC MEAL Staff</b>	
Design Learning Framework	10 Days
Design Learning Workshops (programme and cross-programme)	2 Days
Conduct TOTs for BRAC MEAL Department Staff	2 Days
Debrief BRAC MEAL Department on Learning Framework	1 Days
<b>D. Develop Communication Plan for Learning Framework</b>	
<i>Develop Communication Plan</i>	5 Days
<i>Develop Action Plan</i>	5 Days
<i>Debrief MEAL Department on Communication and Action Plan</i>	1 Days
<b>E. Finalise Deliverables</b>	
<i>Incorporate Feedback from BRAC and submit Final Documents</i>	7 Days
<b>TOTAL</b>	<b>47 Days</b>

## 8. Supervision of the consultant

The Consultant will work with BRAC MEAL Department. Consultant will report to the Head of BRAC MEAL Department.

BRAC MEAL will be responsible for dealing with budget and financial matters/transactions on behalf of the BRAC.

## 9. Confidentiality and Non-transferability

Any data, information, documents and other materials related to the work shall remain the property of BRAC and shall be kept confidential by the Consultant. Consultant is not allowed to transfer or divulge any information to any other person or organisation without prior approval of BRAC unless it is necessary by the laws in Bangladesh. S/he is not also allowed to assign, delegate, or otherwise transfer or dispose of any of its rights or obligation under this agreement.

## 10. Payment Term

Payment: The method and conditions of payment to be made to the Service Provider under a Purchase Order are as follows:

The payment will be made in three installments:

- First installment (20% of the total amount) will be made after the finalisation of the work plan to be followed
- Second installment (40% of the total amount) will be made after designing the Learning Workshops and conducting TOTs.
- Last installment (rest 40% of the amount) will be made after submission of the designed Learning Framework and acceptance by BRAC.

Tax and VAT will be borne as per rules of BRAC and by the laws of the Government of Bangladesh.

\*\*If required the in-country travel cost, accommodation and food cost will be provided by BRAC at actual as per BRAC policy.

## 11. Risks, assumptions, and mitigation

The risks and assumptions involved in carrying out the study should be identified and discussed together with a strategy for mitigating the risks. Due to any circumstances, if the consultant fails to produce the deliverables the advance will be refunded to the BRAC account through account payee cheque within fifteen (15) working days.

## 12. Safeguarding Clauses

BRAC is committed to safeguard its people (staff, volunteers, programme participants including children, adolescent, and adults with special needs) from all forms of abuses such as, sexual harassment, intimidation, violence, bullying, humiliation, discrimination, neglect and exploitation.

BRAC's Safeguarding Policy and other subset policies and procedures (Sexual Harassment Elimination policy, Child and Adolescent Protection policy, Whistleblowing policy, Prevention of Workplace Bullying and Violence policy, Adults with Special Needs policy and Code of Conduct) are an essential part of any contract and mandatory for anyone associated with BRAC.

While working with BRAC as a Consultant, it is a requirement to adhere to all the above policies and Code of Conduct (CoC) of BRAC. BRAC takes a zero-tolerance approach towards safeguarding violations, misconduct and reserves the right to terminate the contract in case of any safeguarding breaches. Also, the Consult will adhere to the following:

BRAC's vision is: for a world free from all forms of exploitation and discrimination, where everyone has the opportunity to realise their potential.

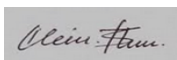
The mission of BRAC is: to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large-scale, positive changes, through economic and social programmes that enable women and men to realise their potential.

BRAC's values are: Integrity, Innovation, Inclusiveness, and Effectiveness.

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[1] [The Learning Organization Concept:A STUDY OF NON-GOVERNMENTAL ORGANISATIONS IN NAIROBI](http://erepository.uonbi.ac.ke/bitstream/handle/11295/7841/Kihara_The%20Learning%20Organi&sequence=3)  
[http://erepository.uonbi.ac.ke/bitstream/handle/11295/7841/Kihara\\_The%20Learning%20Organi&sequence=3](http://erepository.uonbi.ac.ke/bitstream/handle/11295/7841/Kihara_The%20Learning%20Organi&sequence=3)

Thanking You  
For BRAC



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**MOINUDDIN ISLAM**  
**Senior Manager, Procurement**

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