



Terms of Reference (TOR)

Hiring an Implementing Partner for a Knowledge-to-Action (K2A) Project on “Supporting Resilient Livelihoods in Sapatana Ashrayan 2, Lalmonirhat”

Name of the K2A Project	Supporting Resilient Livelihoods in Sapatana Ashrayan 2, Lalmonirhat
Parent Project Name	Climate and Development Knowledge Network (CDKN) – Accelerating Inclusive Action, Phase 3
Location	Sapatana Ashrayan 2, Ward 9, Lalmonirhat Municipality, Bangladesh
Rationale of the K2A Project	<p>Sapatana Ashrayan 2 is home to approximately 170 low-income families. While housing support has addressed immediate shelter needs, the settlement remains highly vulnerable due to its floodplain location, inadequate sanitation, limited healthcare, and absence of stable livelihood opportunities. Seasonal flooding, lack of income sources, and minimal municipal services further compound residents’ challenges.</p> <p>Many households have expressed a strong willingness to engage in local income-generating activities, but they lack the necessary resources, skills, and institutional support. In response, the K2A project has been designed to support a targeted set of vulnerable households in establishing sustainable livelihoods tailored to the local context.</p> <p>The project will be implemented in collaboration with Lalmonirhat Municipality and a local-level partner organisation, serving as a scalable model for inclusive and climate-resilient livelihood interventions within vulnerable urban communities.</p>
Expected Deliverables	<ol style="list-style-type: none"> 1. Inception Report 2. Skills Gap Analysis Report 3. Training Modules and Materials 4. Training Implementation Report, with Market Mapping, Livelihood Equipment Distribution Record, Guidance Note on O&M 5. Final Project Report and Case Study
Procurement Timeline	<ul style="list-style-type: none"> • TOR Published: 01.12.2025 • Last Date for Applying: 20.12.2025 • Award of Contract: 25.12.2025 • Project Duration: 8 Months
Payment Schedule	<ul style="list-style-type: none"> • 40% upon signing of the contract and submission of the inception report • 30% upon completion of training and distribution of livelihood inputs (with related materials and progress report) • 30% upon approval of the final report



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1. Description of the Project

The Climate and Development Knowledge Network (CDKN) is a Southern-led global network established in 2010 to advance climate-resilient development across the Global South. The CDKN programme is managed by SouthSouthNorth in Africa, while ICLEI South Asia serves as the Asia Coordinator, implementing projects in India, Bangladesh, Nepal, and Sri Lanka. CDKN is co-funded by the Ministry of Foreign Affairs of the Netherlands and Canada's International Development Research Centre (IDRC) through the Step Change Initiative, which aims to accelerate equitable and inclusive, locally led adaptation.

Under CDKN Phase 3, ICLEI South Asia (CDKN Asia) partnered with the Municipal Association of Bangladesh (MAB) in 2023 to develop Climate-Induced Disaster Risk Reduction (DRR) Action Plans for Lalmonirhat and Nilphamari Municipalities. As part of this initiative, the CDKN Asia team identified Sapatana Ashrayan 2, a government-funded low-cost housing for previously homeless families in Ward 9 of Lalmonirhat, as one of the most at-risk urban communities. Located in the Teesta River floodplain, this low-income settlement is highly exposed to seasonal flooding, lacks adequate sanitation, and has poor access to basic services. Despite receiving housing support, the community has limited livelihood or income-generating options, pushing residents into further vulnerability.

The Knowledge to Action (K2A) project under CDKN 3 proposes to improve the livelihoods of residents in Sapatana Ashrayan 2 by introducing targeted, sustainable economic interventions, with the ultimate aim of enhancing their economic resilience, thereby helping them better address their disaster risks.

2. Objectives

The overall goal of the project is to enhance the economic resilience of climate-affected low-income households in Sapatana Ashrayan 2 by enabling sustainable, locally viable livelihood options.

Specific objectives include:

- Identify 10 (ten) household heads most in need of livelihood support
- Enhance beneficiaries' skills for sustainable income-generating activities
- Equip households with necessary resources to start or scale their livelihoods
- Ensure sustainable livelihoods through access to markets and support networks
- Ensure effective implementation and timely resolution of challenges
- Document and share key learnings to inform replication and influence stakeholders

The purpose of this assignment is to engage a qualified NGO or CSO as the implementing partner to facilitate the above activities and directly support ten selected households in establishing or enhancing viable livelihood pathways that contribute to reduced climate vulnerability and improved socio-economic stability.

3. Target Beneficiaries

The direct beneficiaries of this project are 10 selected household heads from Sapatana Ashrayan 2, including women and youth. Beneficiaries will be identified through a participatory selection process involving the local community, Lalmonirhat Municipality, and the partner organisation. Priority will be given to households with high vulnerability and demonstrated interest in engaging in income-generating activities.

4. Scope of Work

The K2A project activities are designed to strengthen livelihoods through participatory engagement, skill-building, resource provision, market linkages, and knowledge documentation. Each activity is described below with its objectives, tasks, and implementation approach.

The implementing partner will be responsible for implementing the following activities and the implementation approach:

Activity	Objective	What to Do?	How to Do?
1. Conduct participatory needs assessment and select ten vulnerable household heads	Identify ten household heads most in need of livelihood support	Assess household vulnerability, income insecurity, skill gaps, and willingness to participate; collect baseline information	<ul style="list-style-type: none">• Conduct FGDs with residents, community leaders, and local stakeholders• Conduct structured household surveys• Consult with Lalmonirhat Municipality and CDKN Asia to validate results• Ensure inclusivity, prioritising women, youth, and marginalised groups
2. Facilitate access to need-based skill-building or refresher training	Enhance beneficiaries' skills for sustainable income-generating activities	Provide customised technical and business/financial literacy training aligned with selected livelihoods, with focus on green jobs that are locally suitable.	<ul style="list-style-type: none">• Conduct skill-gap analysis for each household• Develop training modules with local trainers or vocational institutes• Organise hands-on, participatory sessions at accessible locations• Provide follow-up support for skill application



Activity	Objective	What to Do?	How to Do?
3. Provide essential livelihood inputs (tools, seed capital, starter kits)	Equip households with the necessary resources to start or scale their livelihoods	Supply tools, equipment, or seed capital according to identified needs	<ul style="list-style-type: none"> • Identify required inputs during needs assessment • Procure quality tools/capital with beneficiary consultation • Distribute transparently, documenting receipt and intended usage • Provide guidance on proper use, maintenance, and management
4. Facilitate linkage with local markets, service providers, and municipal support	Ensure sustainable livelihoods through access to markets and support networks	Connect beneficiaries with buyers, suppliers, municipal programmes, and technical support services	<ul style="list-style-type: none"> • Map market opportunities, suppliers, and municipal support schemes • Organise meetings/networking sessions with market actors • Support households in developing marketing strategies or business plans • Facilitate introductions to financial institutions or technical support providers
5. Monitor progress and provide mentoring or troubleshooting support	Ensure effective implementation and timely resolution of challenges	Track and support livelihood activities, providing guidance as needed	<ul style="list-style-type: none"> • Establish a monitoring schedule (weekly/biweekly) • Record progress through field observations, reports, and feedback • Provide on-site mentoring and problem-solving advice • Adjust support strategies to improve sustainability
6. Document outcomes, challenges, and lessons learned,	Capture key learnings to inform replication and influence stakeholders	Document project results, challenges, successes, and develop report	<ul style="list-style-type: none"> • Maintain structured records of activities, outputs, and beneficiary progress

Activity	Objective	What to Do?	How to Do?
and develop reports		highlighting impact and best practices	<ul style="list-style-type: none"> Conduct interviews, surveys, and storytelling sessions with beneficiaries Develop a case study reflecting replicable practices and lessons learned with the support of CDKN Asia. Share findings with municipal authorities, local-level partner organisation, and potential influencing stakeholders

5. Expected Outputs

The K2A project activities are expected to produce the following outputs:

Activities	Expected Outputs
1. Conduct participatory needs assessment and select ten vulnerable household heads	<ul style="list-style-type: none"> Ten target beneficiaries identified based on vulnerability, livelihood potential, and willingness to engage
2. Facilitate access to need-based skill-building or refresher training aligned with selected livelihood options	<ul style="list-style-type: none"> Beneficiaries receive customised training (e.g., tailoring, food processing, mobile servicing) to build or enhance relevant skills
3. Provide essential livelihood inputs (e.g., tools, seed capital, starter kits)	<ul style="list-style-type: none"> Each selected household is equipped with the necessary resources to initiate or expand their income-generating activities
4. Facilitate linkage with local markets, service providers, and municipal support through Lalmonirhat Municipality and local-level partner organisation	<ul style="list-style-type: none"> Beneficiary households connected to relevant market actors and institutional support systems
5. Monitor progress and provide mentoring or troubleshooting support	<ul style="list-style-type: none"> Ongoing guidance and problem-solving support to ensure livelihood sustainability
6. Document outcomes, challenges, and lessons learned, and develop case study for wider sharing	<ul style="list-style-type: none"> Case study capturing key learnings, impacts, challenges, and replicable practices are documented and shared with relevant municipal authorities, implementing partners, and other potential influencing stakeholders.

6. Duration of the Assignment

The project is planned to be carried out over 8 (eight) months, following a structured sequence of activities that align with its key objectives. The detailed timeline of activities and sub-activities is as follows:

Activity	Sub-Activities	Month							
		1	2	3	4	5	6	7	8
1. Conduct participatory needs assessment and select beneficiaries	Inception meeting with ICLEI South Asia and Municipality								
	FGDs with residents and community leaders								
	Structured household surveys								
	Consult with the Municipality and CDKN Asia								
2. Facilitate need-based skill-building/refresher training	Skill-gap analysis for selected households								
	Training module development with trainers								
	Conduct participatory training sessions								
	Follow-up support for skill application								
3. Provide essential livelihood inputs	Identify exact input requirements								
	Procure and distribute tools/seed capital								
	Guidance on proper use and management								
4. Facilitate linkages with markets and support systems	Map market opportunities and service providers								
	Organise networking sessions and mentorship								
	Establish a monitoring schedule								
5. Monitor progress and provide mentoring	Conduct site visits, record observations, and provide guidance								
	Maintain structured activity records								
6. Document outcomes and develop case studies	Conduct interviews/ surveys/ storytelling								
	Develop case study and share learnings								

7. Expected Deliverables

The expected deliverables from the selected partner are:

Deliverable	Timeline
1. Inception Report	Month 1 (payment milestone)
2. Skills Gap Analysis Report	Month 2
3. Training Modules and Materials	Month 2
4. Training Implementation Report, with Market Mapping, Livelihood Equipment Distribution Record, and guidance note on O&M	Month 5 (payment milestone)
5. Final Project Report and Case Study	Month 8 (payment milestone)

8. Implementation Modality

The K2A project will be implemented through the selected local partner organisation, with all activities to be carried out in close collaboration with ICLEI South Asia and Lalmonirhat Municipality. This approach ensures effective on-ground implementation while maintaining technical oversight and alignment with CDKN standards.

- **Local Partner Organisation:** Responsible for executing all project tasks, including community mobilisation, participatory needs assessment, delivery of skill-building training, procurement and distribution of livelihood inputs, facilitation of market linkages, ongoing mentoring, monitoring, and documentation of outcomes.
- **ICLEI South Asia:** Provide technical guidance throughout the project, review and approve training modules, ensure quality and alignment with CDKN standards, and coordinate reporting and knowledge-sharing.
- **Lalmonirhat Municipality:** Facilitate institutional support, promote linkages with local markets and service providers, support community engagement, and help integrate project outcomes with ongoing municipal initiatives.

9. Safeguarding, Protection, and Prevention of Sexual Harassment

The implementing partner must strictly follow CDKN and ICLEI South Asia's safeguarding standards, including all requirements related to protection from sexual exploitation, abuse, and harassment, as well as ensuring safe, ethical engagement with beneficiaries.

The implementing partner shall:

- **Follow Zero-Tolerance Standards:** Fully adhere to CDKN and ICLEI South Asia's zero-tolerance approach to sexual harassment, exploitation, abuse, bullying, and any form of misconduct.
- **Ensure a Safe Working Environment:** Ensure that all interactions with beneficiaries, especially women, elderly individuals, and vulnerable households, are conducted respectfully, safely, and without intimidation or discrimination.
- **Apply Safeguarding Protocols During Fieldwork:** Follow standard protocols for safe data collection, training, livelihood distribution, and household visits, ensuring no harm or risk is created for participants.



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SOUTH ASIA

- **Participation of Women and Vulnerable Groups:** Ensure safe, voluntary, and respectful participation of women and other vulnerable groups in all project activities, without fear of harassment or discrimination.

10. Budget

The total estimated budget should not exceed **USD 12,000 (Twelve Thousand US Dollars Only)**, including all applicable taxes. It is encouraged that a 10% co-financing be provided by the partner organisation responsible for implementing this project. This co-financing can be in the form of in-kind support, staff time contributions, or additional resources to support the project implementation.

Annexure I: Bidder Eligibility Criteria

A. Technical Eligibility Requirements

Both NGOs and CSOs (including local partner organisations) are eligible to apply. Independent consultants are not eligible, as this assignment requires organisational capacity for community-level implementation.

Organisational Requirements

- Registered NGO/CSO with a minimum of 5 (five) years of operational experience in Bangladesh
- Demonstrated experience in:
 - Climate resilience, livelihood development and skills training
 - Community mobilisation and facilitation
 - Working in vulnerable, low-income, or resettled communities
- Prior work in Lalmonirhat District is preferred but not mandatory
- Ability to engage local stakeholders, including Municipal officials/Union Parishad, community leaders, and women/youth groups
- Prior work on climate resilience, livelihood, knowledge management, or community development in northern Bangladesh will be considered an added advantage

Team Requirements

The applicant must propose a qualified team with relevant expertise, including at a minimum:

- **Team Lead/Project Coordinator:** Overall lead, responsible for planning, coordination, and reporting
- **Livelihood Expert:** Expertise in income-generation, value chains, entrepreneurship, or vocational skills
- **Community Mobiliser:** Field-based staff experienced in working with vulnerable communities, fluent in Bangla
- **Monitoring and Reporting Officer:** Responsible for data collection, progress tracking, and documentation

Overall Competencies Required for the Team

- Experienced in implementing similar assignments (proof/evidence required)
- Strong written and oral communication skills in Bangla
- Demonstrated ability to engage and work with local government stakeholders
- Experience working on climate resilience, livelihoods, or community development
- Prior work experience in the northern region (Lalmonirhat, Kurigram, Rangpur, Nilphamari) is an advantage

B. Financial Eligibility Requirements

- The organisation must possess:



- Valid registration certificate as NGO/CSO
- TIN certificate (if applicable)
- VAT registration (if applicable)
- Organisations must be capable of receiving project funds in Bangladesh through a recognised bank account
- Organisations must provide at least 10% of the project cost as co-funding from other sources – either through staff time or other material resources.
- Financial systems must support:
 - Transparent expenditure tracking
 - Timely reporting
 - Ability to comply with ICLEI South Asia audit requirements

C. Documents to be Submitted (Mandatory)

1. Technical Proposal

The Technical Proposal should include the following documents:

a) Organisational Profile

- Background, mission, governance, staffing, operational structure
- Description of existing activities and geographic coverage

b) Evidence of Previous Experience

- Minimum 3 (three) relevant assignments (climate resilience, livelihoods, and community development work)
- Each example should include:
 - Project title
 - Location
 - Duration
 - Funding agency
 - Description of activities
 - Team involved
 - Results achieved/ Outputs

c) Approach and Methodology

- Understanding the assignment
- Understanding of the Sapatana Ashrayan 2 context
- Proposed implementation strategy
- Community engagement process
- Coordination plan with ICLEI South Asia
- Risk mitigation strategy



d) Detailed Work Plan

- Activities, timeline (for 8 months), staffing schedule
- Field visit plan, training plan, stakeholder coordination, and livelihood inputs

e) Team Composition and CVs

- CVs of all proposed team members (not more than 4 pages)
- Each CV must be signed and include a consent section from team members
- Clear articulation of the roles and responsibilities of each member

g) The Authorised Representative must sign all technical documents

2. Financial Proposal

The Financial Proposal must include:

a) Budget breakdown

- Professional fees (unit rates, person-days)
- Travel and field costs
- Community engagement activities
- Training materials and logistics
- Administrative/overhead costs

b) All-inclusive budget in both BDT and USD, including VAT and taxes, written in numbers and words. All payments will be in USD.

c) Legal and Financial Documents

- Registration certificate
- TIN certificate (if applicable)
- VAT registration (if applicable)
- Last 3 (three) years' financial statements (audit reports)
- Bank account details for fund transfers



Annexure II: Contract Terms

1. Specific Conditions of Contract

1.1. Contractor to study conditions:

- 1.1.1. The bidder shall be deemed to have carefully examined the work and project location conditions. In this regard, the partner organisation will be given the necessary information to the best of ICLEI South Asia's knowledge, without any guarantee.
- 1.1.2. If the partner organisation has any doubt about the meaning of any part of these general contract terms, the scope of the work, or any other matter relating to the contract, they will, in good time and before submitting their tender, clearly state the details and send them to the point of contact specified in this TOR by email. This will allow for these doubts to be clarified authoritatively before tendering. Once a tender is submitted, the decision will be made in accordance with the tender conditions, unless there has been a valid pre-clarification.

2. General Conditions of Contract

- 2.1. The partner organisation will cover all aspects of the proposed outputs and deliverables outlined in this TOR.
- 2.2. The comments and suggestions provided by the bidder on the TOR are non-binding and will not influence the financial proposal.
- 2.3. It should be noted that ICLEI South Asia is responsible for implementing the project, and therefore, instructions to bidders will be issued by ICLEI South Asia. ICLEI South Asia will oversee all work carried out under the current scope of work.
- 2.4. The bidder shall also secure any necessary permissions from relevant government departments related to work or data collection, as required, in coordination with ICLEI South Asia.

3. Tender Evaluation and Bid Assessment

- 3.1. The bids received will be scrutinised and evaluated by ICLEI South Asia. The decision will be communicated only to the winning bidder.

4. Award of Contract:

- 4.1. A Detailed Work Order will be issued to the winning bidder within 1 (one) day of announcing the winning bidder
- 4.2. The winning bidder is to forward the signed and sealed work order to ICLEI at the earliest, or not more than 7 (seven) days of issue of the work order
- 4.3. In case the winning bidder fails to indicate their intent to undertake the said work within the stipulated time of 7 (seven) days and observe the formalities as above, the Letter of Intent will be cancelled, and ICLEI South Asia will finalise the next bidder.



5. Compensation for Delay

- 5.1. Time is the essence of the contract, and as such, all works shall be completed within the time stipulated in the contract/Work Order
- 5.2. If the bidder, without reasonable cause or valid reasons, commits default in commencing the work within the aforesaid time limit, ICLEI South Asia shall without prejudice to any other right or remedy, be at liberty, by giving 15 days' notice in writing to the contractor to commence the work, to forfeit the balance payment depending on the status of work, and to cancel the Work Order.

6. Extension of Date of Completion

On occurrences of any events causing delay as stated hereunder, the bidder shall intimate immediately in writing to ICLEI South Asia.

- 6.1. Force majeure:
 - Natural phenomena, including but not limited to abnormally bad weather, unprecedented floods and droughts, earthquakes and epidemics.
 - Political upheaval, strikes, lockouts, acts of any Government (domestic/foreign), including but not limited to war, properties, and quarantine embargoes.

Please note that this clause will only apply if the event occurs during the data collection/site visit/city visit period.

7. Materials/Appliance at the Site

- 7.1. ICLEI South Asia does not undertake any responsibility for the supply of any materials/equipment/appliance/tool for site analysis to the bidder.
- 7.2. All materials/equipment/tools brought to the site by the bidder shall be the responsibility of the bidder. ICLEI South Asia shall extend help as and when approached by the bidder to keep any materials/equipment/appliances/tools; however, it is not liable for any loss, theft or damage due to fire or other causes, the responsibility for which shall lie entirely on the bidder.

8. Final Inspection of Work

- 10.1. ICLEI South Asia team shall make final inspection of all work included in the contract/work order, or any portion thereof, or any completed structure forming part of the work of the contract, as soon as practicable after notification by the bidder that the work is completed and ready for acceptance.
- 10.2. At the time of such inspection, ICLEI South Asia shall inform the bidder in writing as to the particular concerns to be remedied before final acceptance can be made.