

## Terms of Reference (ToR)

### Leadership Development Training Consultant

### Leadership Development Training for Sundarban Coalition Members

#### 1. Background

Sundarban Coalition is a network of community-based organisations (CBOs) and local-national NGOs operating in the south-east region of Bangladesh. These organisations are the primary responder of any disaster and stay at the forefront tackling the very first challenges. Under the Local Coalition Accelerator model, Start Bangladesh is the technical partner for developing and taking initiatives for the capacity strengthening of these organisations. Going forward, coalition members are expected to adopt a more proactive and self-reliant approach to planning and implementing JAP activities, take lead in decision making, and execute everything timely.

The member organisations are the local leaders in combating disasters, building resilience, and creating community level impact through advocacy and local initiatives. They are the local voice that are hard to ignore in placed and raised rightly. To bring their voice in front, effective leadership within the coalition members is critical to ensure participatory governance, inclusive decision-making, and impactful advocacy.

To support this process, the coalition intends to engage a **Leadership Coach or Specialist or Consultant** to design and develop contents as well as deliver the training.

**About LCA:** The Sundarban Coalition is a collective of 15 local organisations, working across four coastal districts (Barguna, Khulna, Patuakhali and Shatkhira) in Bangladesh. Since its inception in 2022, the coalition has played a pivotal role in disaster resilience by implementing Joint Action Plans (JAPs) through community-driven approaches. The coalition operates under a 15 members governance structure comprising a Governance Council, Secretariat, and multiple working committees that ensure transparency and inclusivity in decision-making.

Phase III of the Sundarban Coalition initiative aims to strengthen community-led disaster preparedness, governance, and climate resilience in coastal Bangladesh. This phase marks a strategic shift from income-generating activities toward community-driven approaches into disaster governance and climate adaptation at local and national levels. The project focuses on reinforcing the Coalition's governance and independence, expanding community engagement in disaster risk reduction (DRR), and ensuring the long-term sustainability of its operations and impact.

**Eco-Social Development Organization (ESDO)** is one of the leading national NGOs in Bangladesh, established in 1988 with a strong commitment to poverty alleviation, community resilience, and sustainable development. Over the years, ESDO has its operations across 56 districts, covering 422 upazilas, 4,032 unions, 162 municipalities, and 7 city corporations, with 496 regional and branch offices. Through its wide geographic footprint, ESDO currently reaches more than 15.7 million people and 3.49 million households across the country. With a workforce of 5,808 full-time staff and an additional 1,996 dedicated volunteers, ESDO ensures strong community engagement and efficient programme delivery. The organisation is implementing 110 ongoing projects and programs supported by 54 development partners. ESDO is legally registered with the NGO Affairs Bureau and other relevant authorities and is hosting several global Start Network programmes in Bangladesh, including DRF, FOREWARN, LCA, and HIF. The consultancy agreement will be conducted with ESDO as the hosting organisation of START NETWORK in Bangladesh.

#### 2. Objective of the Assignment

The overall objective of this assignment is to build and strengthen the leadership capacity of the coalition members so they can be strong local voices and can independently take charges for advocacy in the coastal areas effectively and efficiently as well as establish their organisation as a frontline leader in times of disasters and crises.



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Specifically, the consultant will:

- Enhance participants' understanding of leadership, leadership principles, ethics, and values.
- Strengthen communication, conflict resolution, and team-building skills.
- Equip leaders with practical tools for participatory decision-making and problem-solving.
- Facilitate visioning and strategic leadership for coalition priorities.

### 3. Scope of Work

The Leadership Development Coach/ Consultant will be responsible for the following:

#### a) Training Content Development

- Develop training contents and materials (complete module combining agenda/ session plan, handouts, contents, and exercises etc.)
- Plan interactive sessions using adult learning methodologies (role play, group work, case studies etc.)
- Incorporate coalition-specific challenges and opportunities into training content

#### b) Training Delivery, Reporting and Documentation

- Facilitate an interactive Design and deliver a **2-day participatory training program** tailored to CBO leaders.
- Deliver training content in a clear, accessible, and application-oriented manner following the prepared module.
- Document key outputs, including group action plans and learnings from the training.
- Share tools and templates that members can use independently aligned with coastal and humanitarian context.
- Submit a brief training report with recommendations for follow-up capacity-building.

### 4. Deliverables

The consultant is expected to deliver the following (Subject to review and approval):

1. Training agenda, contents, and materials (soft copy).
2. Facilitation of 2-day training sessions.
3. Conduct pre and post training survey to understand and measure the knowledge and understanding level of the participants.
4. Post-training report summarising process, outcomes, and recommendations.

### 5. Duration and Level of Effort

The assignment is expected to take 4 weeks, commencing on 25 July 2026 or earlier covering:

- Preparation of content and training design
- Training facilitation and delivery
- Reporting and Documentation

The exact duration and schedule will be finalised in consultation with the SFB team.

### 6. Reporting and Coordination

The consultant will work closely with the LCA team and will report to the designated focal point within SFB for day-to-day follow-up based on the approval from the DRF Manager, Start Bangladesh.

### 7. Required Qualifications and Experience

The consultant should have:

- Proven experience in leadership, preferably with Local National NGOs, CBOs, or development organisations
- Strong understanding of CBO and coastal context
- Proven ability to design and facilitate practical, adult-learning-oriented training
- Excellent facilitation and communication skills

Experience working with coalitions or networks will be considered an asset



## 8. Payment and Logistics

The budget will be negotiated with the selected consultant and will be commensurate with qualifications and deliverables. Payments will be made in tranches against deliverables:

- 30% upon submission and approval of the workplan including training methodology, and content planning
- 40% upon submission and after the approval of the detailed training content and session plan
- 30% after the successful delivery of the training and upon submission and acceptance of the Final Training Report including the pre and post assessment outcome

Payment will be made in installments as per the agreed work order/ MoU between the awarding consultant and awarding agency. The consultant is expected to bring technical expertise, while logistical arrangements will be supported by the LCA host agency.

## 9. Selection Criteria

The Leadership Development Coach/ Specialist will be selected based on a combined assessment of **technical capacity and financial proposal**. Only consultants meeting the minimum technical requirements will be considered for financial evaluation.

The selection will prioritise consultants who demonstrate:

- Relevant and practical experience in leadership development training for NGOs/CBOs
- Strong understanding of community-based organisations and their contexts
- Ability to deliver participatory, practical, and application-oriented training
- Value for money

## 10. Evaluation Matrix

### A. Technical Evaluation (60%)

Criteria	Description	Maximum Score
Understanding of Assignment	Demonstrated understanding of the training objectives, CBO context, and their leadership needs	20
Relevant Experience	Proven experience in delivering leadership development training, particularly for NGOs, CBOs, or development organisations	10
Training Methodology & Approach	Quality, clarity, and practicality of the proposed training methodology, tools, and facilitation approach	15
Qualifications & Expertise	Educational background and professional qualifications in leadership or related fields	10
Facilitation & Communication Skills	Demonstrated ability to facilitate participatory trainings and communicate effectively with diverse audiences	5
<b>Total Technical Score</b>		<b>60</b>

### B. Financial Evaluation (40%)

Criteria	Description	Maximum Score
Cost Proposal	Reasonableness, clarity, and value for money of the proposed financial offer	40
<i>Note: All logistical and operational cost of the training will be arranged by ESDO</i>	<i>(VAT/ TAX will be applicable as per the government rules and regulation)</i>	




### C. Final Score Calculation

The final score will be calculated using the following weighting:

- **Technical Score:** 60%
- **Financial Score:** 40%

The consultant achieving the highest combined score will be recommended for contracting, subject to reference checks and final approval.

### 11. Submission Procedure:

Interested consultants are requested to submit:

- A technical proposal (training approach, methodology, draft agenda).
- A financial proposal (fees, travel, accommodation).
- CV highlighting relevant experience.

Applications must be submitted via email subjecting **“Application for Leadership Development Training Consultancy”** to [esdotender@gmail.com](mailto:esdotender@gmail.com); CC: [Sharmin.Jahan@startnetwork.org](mailto:Sharmin.Jahan@startnetwork.org); or hard copy addressing to the Convener, Central Procurement Committee, Eco-Social Development Organization (ESDO), House-748, Road 08, Adabor, Dhaka, no later than 9 July 2026 by 3:00 PM.

For any query/document, email to the procurement ([procurement@esdo.net.bd](mailto:procurement@esdo.net.bd)) no later than 7 July 2026.

