

## TERMS OF REFERENCE



**Title: Consultant on business case development**  
**Location: Hanoi, Hung Yen and Ho Chi Minh City**  
**Duration: November 2024 – February 2025**  
**Reporting to: Project Manager**

Founded in 1945, CARE is a leading humanitarian organisation fighting global poverty and providing lifesaving assistance in emergencies. In over 100 countries and territories around the world, CARE places special focus on working alongside poor women and girls because equipped with the proper resources, they have the power to help lift whole families and entire communities out of poverty. To learn more, visit [www.care-international.org](http://www.care-international.org).

CARE in Vietnam is a creative and dynamic organisation working with Vietnamese and international partner organisations since 1989 in over 300 projects. We recognise that the key to achieving equitable development outcomes lies in addressing deeply rooted, structural underlying causes of poverty and injustices contributing to the exclusion and vulnerability of particular groups in society. Our long-term program goal in Vietnam is that poor and marginalised ethnic minority and urban people of all genders, particularly women, equitably benefit from development. To learn more, visit [www.care.org.vn](http://www.care.org.vn)

### Project information

Since 2022, CARE in Vietnam (CVN) has been implementing the Flagship Program in partnership with Target, aimed at addressing barriers to gender equity in factories through a co-creation approach. This program is part of Target's broader commitment to building a sustainable and equitable supply chain under the Target Gender Equity Framework (TGEF). The Flagship Program has been designed to meet the specific needs of women in the supply chain by focusing on four key intervention areas: Women's Voice & Leadership, Women's Economic Empowerment, Gender-Responsive Health & Wellbeing, and Men's Engagement. These interventions not only address gender equity but also contribute to improving factory environments and business outcomes.

To complement the Flagship Program, a parallel work-stream—**Business Case Development**—has been initiated to assess and capture the impact of these gender equity interventions. The goal of the business case component is to build a clear, evidence-based narrative that demonstrates how social programs contribute to both worker well-being and business performance. This work will also generate valuable insights for the broader industry, providing a model for how gender equity programs can create tangible value for businesses.

In Vietnam, two factories, one in Hung Yen province and one in Ho Chi Minh City, have been selected to participate in a co-creation process focused on developing business cases. This co-creation process is designed to actively engage factory teams in building business case narratives tailored to their specific workforce and business needs. By doing so, CARE aims to foster a dynamic partnership with cross-functional departments in the factory that ensures the business case is compelling and aligned with factory objectives.

### Rationale and purpose

As CARE in Vietnam leads both the Flagship Program and the Business Case Development, the focus now shifts to preparing the groundwork for the business case component. The preparatory stage will include internal capacity building and coaching for CARE staffs and partners on business impact, conducting a literature review, and drafting a co-creation framework for business case development. This stage will ensure that the CARE team is equipped with the necessary knowledge, tools, and skills to lead the business case co-creation process successfully.

The purpose of this Terms of Reference (TOR) is to recruit a consultant (or team of consultants) to support the preparatory stage of the Business Case Development workstream. The consultant will work closely with the CARE team to enhance internal capacity, set a strong foundation for co-creation with factories, and prepare for the full implementation phase in 2025.

**Key objective:**

1. Conduct a literature review on Business Cases for social programs: Review existing literature and case studies on business case development in the context of social programs, gender equity, and supply chains. This review will help identify best practices, potential challenges, and opportunities for creating impactful business cases, specifically in the context of the garment supply chain.
2. Build internal capacity on Business Case Development: Strengthen the capacity of the CARE team and partners to lead business case development by providing training and coaching on key concepts such as business value creation, gender equity impact measurement, and business key performance indicators, plus context and insights regarding business and private sector.
3. Develop a co-creation framework for Business Case Development: Collaboratively design a co-creation framework that outlines the process for building business cases with factory teams, ensuring it is participatory, inclusive, and aligned with both worker well-being and business performance goals.

**Scope of work and key deliverables:**

- **Objective 1:** Conduct a literature review on Business Cases for social programs
  - Presentation with key findings, including good practices and challenges regarding business case development
  - Sharing sessions with CARE team and partners
- **Objective 2:** Build internal capacity on Business Case Development
  - Customized coaching program: Design tailored coaching plan to strengthen the capacity of CARE staff and partners.
  - A series of coaching sessions (in-person/virtual) with corresponding materials, and 1:1 consultation hour as agreed with CARE team
- **Objective 3:**
  - Written document on co-creation framework for Business Case Development, based on input from workshop with CARE team.
  - Finalization: Facilitate workshops with CARE team to refine the co-creation framework, incorporating feedback from CARE and partners, and develop workplan for implementation phase.

**Tentative Timeframe:**

Deliverables	Duration (Estimated # of days)	Deadline
1.1 Presentation with key findings, including good practices and challenges regarding business case development	4	January 2025
1.2 Sharing sessions with CARE team and partners	2	February 2025
2.1 Customized coaching program: Design	4	January 2025

<b>Deliverables</b>	<b>Duration (Estimated # of days)</b>	<b>Deadline</b>
tailored coaching plan		
2.2 A series of coaching sessions (in-person/virtual), and 1:1 consultation hour	8	February 2025
3.1 CARE’s Business Impact workshop	4	December 2024
3.2 Written document on co-creation framework for Business Case Development	5	January 2025
3.3 Facilitate workshops with CARE team to refine the co-creation framework	3	February 2025
<b>TOTAL</b>	<b>30</b>	

**Note:**

- The number of working days is estimated based on one consultant. The exact number of days will be discussed and agreed upon between CARE and the consultant based on the scope of work and deliverables.
- Team or multiple consultants: A consultant team or more than one consultant may be recruited for these tasks, depending on the expertise required to achieve the objectives.
- Application flexibility: Consultants have the option to apply for one, two, or all three objectives, depending on their areas of expertise and experience.
- Travel and Logistics: All travel and logistical costs will be covered by CARE, as needed, and will be agreed upon with the consultant before any travel is arranged.
- **Interested consultants may apply for 1, 2, or all 3 objectives (as outlined in the TOR), rather than applying for the entire TOR.**

**Selection criteria**

1. Expertise in Business Case Development: Proven experience in developing business cases, particularly within the context of social programs or gender equity initiatives. Preferred experience working within supply chains, manufacturing sectors, or labor-intensive industries.

Demonstration: Examples of business cases developed, case studies, or client references

2. Knowledge of gender equity and social impact: Strong understanding of gender equity, diversity, and inclusion principles, and how they relate to business performance. Knowledge of supply chain dynamics and how social programs can impact both business outcomes and worker well-being. Knowledge of business impact, return-on-investment, social compliance and business motivation.

3. Experience in coaching and capacity building: Ability to provide tailored coaching programs for both technical and non-technical teams, with a focus on business case development and value creation. Ability to

facilitate co-creation processes that are participatory and inclusive.

**Application procedure:**

Interested candidates should submit the following documents in English, clearly stating the title of the Terms of Reference to email: **Procurement@care.org.vn by 29 October 2024.**

Applications including:

- CV(s) detailing relevant experience.
- Portfolio or examples of previous business case development or coaching programs.
- A brief technical proposal outlining how they plan to deliver on the scope of work.
- At least two professional references.
- Detailed financial proposal.

CARE is an equal opportunity employer committed to a diverse workforce. Women, ethnic minorities and people with disabilities are strongly encouraged to apply.

*Thanks for your interest in CARE! We are committed to each other and to the protection of the people we serve. We do not tolerate sexual misconduct within or external to our organisation and imbed child protection in all we do. Protection from sexual harassment, exploitation and abuse and child protection are fundamental to our relationships, including employment, and our recruitment practices are designed to ensure we only recruit people who are suitable to work with other staff and the people we serve. As well as pre-employment checks, we will use the recruitment and reference process to ensure potential new consultant/supplier understand and are aligned with these expectations. To find out more, please contact the Human Resources Team Leader.*