

TERMS OF REFERENCE



Title: Business impact Advisor

Location: Hanoi, Hung Yen, Ho Chi Minh City

Duration: March – December 2025

Reporting to: Project Manager

Since 1989, CARE Vietnam has actively cooperated with many partner organizations to implement more than 300 projects in Vietnam. We recognize that the key to equitable and sustainable development lies in addressing the root causes of poverty, social injustice and inequality. We always work with our partners to support women smallholder farmers, workers and women small and micro-enterprise owners to enhance their capacity and confidence to participate in economic development activities, adapt to climate change and increase resilience after natural disasters or major disasters. Together, we aim for a society that develops fairly and equitably for everyone. For more information, visit care.org.vn

Project information (if needed)

Since 2022, CARE in Vietnam (CVN) has been providing technical expertise to support the Flagship Program with US retailer, aimed at addressing inequalities faced by women in factories through a co-creation approach. This program is part of the US retailer's broader commitment to building a sustainable and equitable supply chain under the Framework for Equality for Women (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, Health & Wellbeing Responsive to the lives of women, and Men's Engagement. These interventions not only address inequality for women but also contribute to improving factory environments and business outcomes.

To complement the Flagship Program, a parallel work-stream—**Business Case Narrative Development**—has been initiated to assess and capture the impact of these interventions to promote equality for women. 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.

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 to develop a business case narrative for each factory. This co-creation process aims to actively engage cross-functional factory teams in building business case narratives tailored to their specific workforce and business needs. By doing so, CVN aims to support the US retailer foster a dynamic partnership with cross-functional departments in the factory that ensure the business case is compelling and aligned with factory objectives.

Rationale and purpose

The main goal of this workstream is to develop 02 business case narratives for 02 project factories that take into account the perspectives from different factory departments, using the co-creation approach. To be specific, one Taskforce from each factory will be formed to collaborate with CARE team and other consultants to implement the workstream. The whole process of business case narrative development will be divided into 03 stages: preparation, implementation, and playback. The preparatory stage will include forming a factory Taskforce and providing them with capacity building and coaching sessions on co-creation approach and developing a data collection plan. This stage will ensure that partner is equipped with the necessary knowledge, tools, and skills to collect data related to the primary concerns, motivations, and decision-making factors of cross-functional factory teams when it comes to social inclusion programs. The implementation stage will be data collection and analysis to write a business case narrative that takes into

account the perspectives of different factory departments on social programs and explore the potential link between social inclusion programs/initiatives and business outcome. The final stage – Playback – will focus on presenting the business case narrative for feedback and finalisation.

The purpose of this Terms of Reference (TOR) is to recruit a consultant for the position of Business impact Advisor to support the Business Case Narrative Development workstream. The consultant will work closely with the CARE team, Co-researcher and O2 factory teams to design a suitable approach towards data collection and analysis for O2 business case narratives.

Key objective

Provide technical guidance on business-oriented value perceptions and impacts throughout the entire workstream, including but not limited to the following objectives:

- Collaborate with CVN team and Co-researcher to implement the preparation phase.
- Support the data collection and analysis to develop O2 narratives, with a focus on linking the value perceptions of social programs and to business indicators.

Scope of work and key deliverables

- **Objective 1: Collaborate with CVN team and Co-researcher to implement the preparation phase**
 - Collaborate with CARE team and other consultants to develop methodology for the business case narrative development, with a focus on designing a framework (such as Social Return on Investment (SROI)) to identify data/ information that measures the potential link between social programs and business outcomes. The findings of which will be used as inputs to develop a compelling business case narrative on social programs for each factory. This data includes but is not limited to the potential evidence of ROI from social programs, stakeholders mapping, the cost and outcomes of social programs, the primary concerns, motivations and decision-making factors for cross-functional teams to (or not) seek business case for social programs.
 - Provide feedback on the proposed agenda and methodology for the Inception workshop – which aims to explore the experience of Taskforces at O2 factories with previous social programs, conduct stakeholders mapping, and brainstorm the final products to be developed
 - Based on the findings from Inception workshop, work closely with CARE team and other consultants to provide technical advice on the workplan (e.g., the feasibility to interview cross-functional teams), the proposed final products, i.e., whether they are convincing and beneficial for factories, and the design of Coaching sessions for O2 Taskforces on data collection.
- **Objective 2: Support the data collection and analysis for O2 narratives development**
 - From the updates of CARE team and other consultants on the Coaching session, advise on proposed data collection methods and tools. This is to ensure the required data/information that potentially links the impacts of social programs on business outcome is included in the interview questions and/or questionnaires
 - Work closely with CARE team to support the analysis of data collected, focusing on identifying the socio-economic outcomes resulting from social programs.
 - Provide comments to CARE team and other consultants on O2 business case narratives to make them in line with factories' interest and compelling enough to be shared out with other stakeholders such as brands, other factories, NGOs, etc.

Tentative Timeframe

Deliverables	Duration (Estimated # of days)	Deadline
1.1 Proposed methodology and/or framework for the business case narrative development	7	3 rd week week of March 2025
1.2 Feedback on the agenda for the Inception Workshop	2	4 th week of March 2025
1.3 Recommendations for the workplan, proposal of final products, and design of Coaching sessions	4	April 2025
2.1 Feedback on data collection methods and tools	3	June 2025
2.2 Feedback on findings that bridge the links from value perceptions of social programs to business indicators	5	End of September 2025
2.3 Comments on 02 business case narratives	4	December 2025
TOTAL	25	

Note: The exact number of working days will be discussed later depending on the actual implementation date.

Selection criteria

The Consultant must meet the following minimum qualifications, experience, and competencies:

- Bachelor's degree in Textile Engineering, Garment Manufacturing, International business, Business administration or related technical field
- Minimum 8 years of experience in garment/textile manufacturing operation, or labour-intensive industries. In-depth knowledge of garment manufacturing processes, production planning, and quality control systems.
- Demonstrated ability to analyze and interpret manufacturing data and metrics. Experience in measuring and evaluating operational improvements and their impact on business outcomes. Strong understanding of key performance indicators (KPIs) in garment manufacturing, including productivity metrics, quality rates, and efficiency measurements
- Understanding of how social programs can influence production metrics and workforce performance. Ability to identify and quantify correlations between workplace initiatives and business results. Knowledge of Social Return on Investment (SROI) methodology and other social impact measurement methodologies.
- Willingness to travel to factory sites and stay overnight if needed.
- Ability to work collaboratively in a team environment with minimal supervision, adhere to set priorities standards and deadlines.
- Demonstrates flexibility, adaptability and initiative in fieldwork settings.
- Strong verbal and written communication skills in both Vietnamese and English.

Application procedure:

Interested candidates should submit the following documents in English, clearly stating the title of the Terms of Reference to **procurement3@care.org.vn** by **6th March 2025**.

Applications include:

1. CV
2. A list of relevant past work, such as examples of business cases developed, case studies, or client references
3. Detailed financial proposal with the daily rate for the consultancy (this file is separated)

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.