



CALL FOR PROPOSAL

Kaizen Training for CARE Philippines

1. Background

CARE Philippines is seeking qualified and experienced training providers/consultants to design and facilitate a **one-day Kaizen Training** for CARE Philippines program support staff.

The training aims to introduce participants to the principles and practical application of **Kaizen - continuous improvement through small, systematic, and sustainable changes** - and to support staff in identifying opportunities to improve work processes, efficiency, cross-functional collaboration, quality, and service delivery.

The training should be practical, participatory, and relevant to the context of a humanitarian and development organization.

The Kaizen training will serve as Day 1 of a broader three-day Program Support Workshop. Days 2 and 3, facilitated by CARE Philippines, will use the Kaizen mindset and tools to diagnose cross-functional bottlenecks, redesign priority operational processes, define service standards and decision rights, and agree a 90-day improvement plan.

2. Purpose of the Training

The overall purpose of the training is to equip CARE Philippines program support staff with a common continuous-improvement mindset, language, and practical tools that can be applied in day-to-day work and used during Days 2 and 3 of the broader Program Support Workshop to analyze and improve cross-functional operational processes.

3. Training Objectives

At the end of the training, participants are expected to:

1. Understand the principles, philosophy, and benefits of Kaizen and continuous improvement.
2. Recognize inefficiencies, bottlenecks, duplication, delays, and other process-related challenges.
3. Learn practical Kaizen tools and techniques that can be applied in the workplace.
4. Develop a problem-solving and continuous-improvement mindset.
5. Apply Kaizen approaches to actual CARE Philippines work processes and operational challenges.
6. Build participants' ability to use Kaizen tools to identify, analyze, and redesign operational processes during the subsequent Program Support workshop and in their day-to-day work.

Founded in 1945 with the creation of the CARE Package®, CARE is a leading humanitarian organization fighting global poverty. CARE places special focus on working alongside women and girls. Equipped with the proper resources, women and girls have the power to lift whole families and entire communities out of poverty. In 2024, CARE worked in 121 countries, reaching 53 million people through 1,450 projects. In the Philippines, CARE has been supporting the most vulnerable communities during times of crisis while also fostering community resilience and development since 1949. To learn more, visit www.care.org and www.care-philippines.org



7. Strengthen collaboration, accountability, and ownership of process improvements among staff.

4. Proposed Training Duration

The consultant-led Kaizen training will be conducted over **one full day** as Day 1 of the three-day Program Support Workshop, with the proposed format:

One-Day Kaizen Training - Full Day

- Introduction to Kaizen and Continuous Improvement
- Kaizen principles, mindset, and respect for people
- Understanding value, necessary controls, and waste
- Identifying waste and process inefficiencies
- Process/value-stream mapping and problem identification
- Root-cause analysis: 5 Whys and fishbone/cause-and-effect analysis
- PDCA, standard work, and practical Kaizen tools
- Cross-functional simulation using a CARE-relevant workplace or emergency scenario
- Reflection and transition: what participants will examine differently during Days 2 and 3

The training provider may recommend an alternative one-day session structure if it will better achieve the intended learning outcomes and preserve the explicit bridge to Days 2 and 3 of the Program Support Workshop.

5. Scope of Work

The selected training provider/consultant will be expected to:

- Conduct a brief consultation with CARE Philippines prior to the training to understand the Program Support context and identify two to three relevant operational examples or processes for use in exercises.
- Develop a detailed training design and methodology.
- Prepare training materials, presentations, exercises, and other learning resources.
- Facilitate a highly participatory one-day Kaizen training.
- Use practical examples relevant to NGO, humanitarian, development, and operational environments, including processes that involve multiple support functions.
- Facilitate at least one cross-functional, end-to-end simulation, such as emergency mobilization or a project support process involving multiple functions.



- Support participants in identifying preliminary workplace improvement opportunities without prematurely finalizing organizational solutions.
- Guide participants in producing practice process maps, root-cause analyses, and an initial improvement-opportunity backlog that can feed into Days 2 and 3 of the broader workshop.
- Conduct a pre- and/or post-training assessment, as appropriate.
- Provide electronic copies of final training materials.
- Submit a brief training completion report, including key observations, participant feedback, learning results, recurring themes, and recommendations relevant to the continued application of Kaizen.
- Provide a short debrief to CARE Philippines management and/or the Days 2-3 workshop facilitator, highlighting participant observations, recurring themes, and issues that may warrant deeper exploration in the subsequent workshop days.

6. Suggested Training Topics

The proposed training should cover, at a minimum, the following:

- Introduction to Kaizen and Continuous Improvement
- Kaizen mindset, culture, and respect for people
- Distinguishing value-added work, necessary controls, and waste
- Identifying waste, delays, duplication, rework, and other inefficiencies
- Process mapping and value-stream thinking
- Identifying bottlenecks and root causes
- 5 Whys and fishbone/cause-and-effect analysis
- PDCA (Plan-Do-Check-Act) cycle
- Standard work and 5S/workplace organization, where relevant
- Standardization and process improvement
- Team-based and cross-functional continuous improvement
- Practical application through a CARE-relevant NGO, humanitarian, development, or emergency-response simulation
- Preparing participants to apply Kaizen tools during Days 2 and 3 of the Program Support Workshop

The provider may propose additional topics or tools that are relevant to CARE Philippines' operational and program support environment, provided the one-day design remains practical and focused on tools participants can apply immediately.



7. Expected Deliverables

The selected provider shall deliver the following:

Deliverable	Description
Training Design	Detailed one-day training program, methodology, session plan, and explicit bridge to Days 2 and 3 of the Program Support Workshop
Training Materials	Presentation deck, participant materials, exercises, and practical templates for process mapping, root-cause analysis, PDCA, and related tools
Facilitation	Delivery of the one-day Kaizen training
Practical Outputs	Facilitated exercises producing a practice process map, root-cause analysis, and an initial improvement-opportunity backlog/reflections for Days 2 and 3
Evaluation	Training evaluation and/or pre/post-learning assessment
Training Report	Brief report summarizing the training, key results, participant feedback, recurring themes, and recommendations, plus a short management/facilitator debrief
Final Materials	Electronic copies of all final training materials and tools

8. Target Participants

The training is intended for **CARE Philippines program support staff**, including Finance, Grants, Procurement, Supply Chain and Logistics, Administration, IT, and People & Culture/HR, as well as relevant Program Support leadership. The training should encourage cross-functional learning and improvement rather than function-specific silos.

The expected number of participants will be confirmed by CARE Philippines prior to the training.

9. Qualifications and Experience

Interested training providers/consultants should demonstrate:

- Proven experience in designing and facilitating Kaizen, Lean Management, Continuous Improvement, or related organizational effectiveness training.
- Strong knowledge of Kaizen principles, tools, and methodologies.
- Experience facilitating participatory and adult-learning approaches.
- Demonstrated experience working with NGOs, humanitarian organizations, development organizations, or similar institutions is highly desirable.
- Strong facilitation, communication, and presentation skills.
- Demonstrated ability to apply and contextualize Kaizen/Lean principles beyond manufacturing environments, including service, NGO, humanitarian, development, or other operational settings.
- Experience developing practical improvement plans and supporting organizational change is an advantage.

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10. Proposal Requirements

Interested providers are requested to submit a technical and financial proposal containing the following:

A. Technical Proposal

- Profile of the training provider/consultant
- Relevant experience and qualifications
- Proposed training approach and methodology
- Detailed one-day training agenda, showing how the learning will prepare participants for Days 2 and 3 of the broader Program Support Workshop
- Proposed learning objectives and outputs
- Proposed participant activities/exercises, including at least one cross-functional end-to-end simulation
- Proposed practical tools/templates to be provided for continued use during Days 2 and 3 and after the workshop
- At least two relevant training references or examples of similar assignments

B. Financial Proposal: The financial proposal should clearly indicate:

- Professional/training facilitation fees
- Applicable taxes and other anticipated costs
- Total proposed cost

Any assumptions and exclusions should be clearly stated.

11. Selection Criteria

Proposals will be evaluated based on the following indicative criteria:

Criteria	Weight
Kaizen/Lean/continuous improvement expertise	20%
Understanding of the assignment and quality of proposed approach	25%
Facilitation methodology, practical application, and contextualization	25%
Experience with NGOs/humanitarian or development organizations	15%
Quality and relevance of proposed design and deliverables	5%
Financial proposal and value for money	10%
Total	100%

CARE Philippines reserves the right to request clarification or conduct discussions with shortlisted providers before final selection.



12. Training Schedule

The one-day Kaizen training will be scheduled as Day 1 of CARE Philippines' three-day Program Support Workshop, tentatively in September 2026.

The exact date, venue, and delivery arrangements will be confirmed with the selected provider once the overall three-day workshop schedule is finalized.

13. Submission of Proposal

Interested providers are invited to submit their **technical and financial proposals** to:

CARE Philippines People & Culture

Email: felicitas.araojo@care.org

Subject: *Proposal – Kaizen Training for CARE Philippines*

Proposals should be submitted on or before **August 20, 2026**.

14. Confidentiality and Safeguarding

The selected provider shall maintain confidentiality regarding any information, documents, processes, or organizational matters that may be shared during the engagement.

The provider is also expected to comply with CARE Philippines' applicable safeguarding, code of conduct, confidentiality, and other relevant organizational requirements.

15. CARE Philippines' Rights

CARE Philippines reserves the right to:

- Accept or reject any proposal in whole or in part;
- Request additional information or clarification from any provider;
- Negotiate the scope, schedule, and cost with the preferred provider; and
- Cancel or modify the procurement process where necessary.

CARE Philippines is committed to a fair, transparent, and competitive selection process and looks forward to receiving proposals from qualified training providers.

CARE Philippines
People & Culture Department