

Danish Refugee Council (DRC)

Terms of Reference (ToR) for Market System Analysis

Development of Programme Intervention Strategy Using Systems Approaches for Host & Displaced Population in Camp and nearby Host community contexts in Cox's Bazar & Ukiya, Bangladesh

1. Who is Danish Refugee Council

Founded in 1956, the Danish Refugee Council (DRC) has worked for 70 years to support displaced people in their pursuit of a dignified life. As Denmark's largest humanitarian NGO, DRC works in nearly 30 countries with around 6,000 employees. DRC protects, advocates, and builds sustainable futures for refugees and other displacements affected people and communities. DRC provides protection and life-saving humanitarian assistance; supports displaced people in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence.

DRC has been operational in Cox's Bazar since 2017 working with Rohingya refugees from Rakhine, Myanmar. In addition, DRC provides services and support to nearby vulnerable host communities. Cox's Bazar currently hosts over a million Rohingya refugees while the sub-districts of Cox's Bazar have a population of 550,000. DRC is present in seven refugee camps working in Camp management, Protection activities, and Economic Recovery activities, while DRC provides Livelihood activities and Protection services to over five communities.

2. Purpose of the consultancy

The Consultant will be expected to work in partnership with DRC management, field teams and implementing partners to build their capacity through a 'learning by doing' approach to adopt a new mindset to designing programmes applying a systems approach. The consultancy will also identify livelihood (LLH) opportunities for different age groups among camp and nearby host populations, with particular attention to vulnerable groups including youth, women, people with disabilities, and other at-risk populations. The assessment will explore barriers and access to livelihood opportunities, financial services, and market linkages, while analysing how existing market systems can better support camp populations through inclusive and market-driven approaches. This consultancy is open to individuals national or national consultancy firm with valid identity and relevant experience.

3. Contextual background

The humanitarian response faces severe funding shortages that significantly hampers efforts to protect vulnerable populations, especially those with heightened protection risk. The protection response must be strengthened and prioritized.

People with disabilities, older people and pregnant women are particularly affected. Inaccessible infrastructure and systems, as well as limited resources worsen these challenges. Lack of access to services is the most frequently reported concern among people with disabilities.

There are limited opportunities for livelihoods for the Rohingya in Cox's Bazar still lack legal status, restricting their movement and income generation opportunities, and leaving them almost entirely dependent on humanitarian aid. Income-generation options are scarce, and targeted skills training is urgently needed to improve employability. Special focus is needed to include girls, young women, youth, and people with disabilities in these programmes to ensure everyone has access to opportunities. The absence of opportunities means people are more vulnerable and makes it hard for them to claim their rights, especially for people with disabilities. Opportunities for higher education and skills training remain limited for youth and young adults, putting this generation at risk of being forgotten.

4. Objective of the consultancy

This Consultancy is an investment to showcase the potential of utilizing a systems approach to supporting durable solutions and resilience outcomes for the Rohingya displaced households in camps, in addition to surrounding host communities.

In order to do this, the main objectives of this Consultancy are, for each programme:

- 1) To lead the set-up of the programme implementation strategy, following the completion of a good quality systems analysis, and required programme plans, systems and team competencies to facilitate the implementation once the Consultancy is complete;
- 2) To showcase the holistic application of, where appropriate, different intervention modalities working with local actors and systems, given the fragile and nascent/thin market system context in which the programme is being implemented;
- 3) Compare the intervention strategy it proposes vis-à-vis the proposal defined activities to provide evidence-based justification for the changes suggested and work with each programme management team to adapt the recommended approach to something that works within the proposal parameters. *Noting that while some adaptations to the proposed intervention strategy may need to be adapted to deliver under the current programming requirements it is recognised that work in these contexts will take time to realise long-term outcomes and require subsequent investment. As such the work delivered by the Consultant, in particularly results chains, will also be used to inform future proposals, business development and intervention design.*
- 4) To coach/mentor the DRC core team through the programme setup and handover process to build local team capacity and confidence in applying their contextual experience to using systems approaches and adapt their practice to new modes of systems analysis and implementation methods (e.g. facilitation tactics and adaptive management)
- 5) To design and deliver a 3-day long capacity development training on MSA for DRC and implementing Partners staff, including the development of a standardized, user-friendly handy and market-driven training module.

5. Scope of the market system analysis and reporting format

- **Market system selection and prioritization:** The analysis will adopt an integrated camp–host market systems approach, recognizing that market actors, value chains, and supporting services operate across both refugee camp settings and surrounding host communities as interconnected systems. The selection of market systems will prioritize key systems, guided

by DRC Programme relevance, market feasibility, and potential for inclusive and sustainable impact.

- Estimated prioritized market systems for deeper analysis- prioritized potential four to five
- Geographic locations (Camps 5, 8E, 8W, 10, 11, 12 in Ukhiya and Host community -Rajapalong and Palongkhali Union, Ukhiya along with linkages between camp based and host based economic activities .
- I would say - The market system analysis will combine desk review and secondary data analysis with direct field-level primary data collection and engagement. Structured field visits, market observation and consultations with market actors and target groups will be undertaken to ensure a context-specific and evidence-based understanding of market system dynamics, constraints and opportunities.
- Target group(s) - definition, number, location: Camps and host, CBOs in host.
- The assessment will specifically consider priority sectors aligned with programme strategic directions, including but not limited to waste management and recycling (e.g., plastic and solid waste value chains), and biodegradable solutions, and circular economy opportunities, alongside other locally relevant livelihood systems identified during the inception phase.
- Market system selection criteria: The identification and prioritisation of market systems will be undertaken as part of the assessment process and informed by programme objectives, contextual realities, and the priorities of target groups in both camp and host community settings. While the assessment may apply common market system selection criteria such as potential for decent work and livelihood generation, market functionality, inclusion of vulnerable groups, environmental sustainability, and scalability, the final selection of 4–5 priority market systems will be determined through a consultative process. This process will involve discussion and validation with DRC field teams, local stakeholders, market actors, relevant authorities, and, where appropriate, affected communities to ensure the selected systems are relevant, feasible, and responsive to local opportunities and constraints,
- Objectives -Understanding decent works and employment- demands and gaps; remaining barriers of micro-enterprise and ensuring marginalized groups can participate in high value chain; sector development- supporting systemic, trans formation in green economics.
- Anticipated data gathering methods (e.g. qualitative)

Key learning questions are considered to answer with the MSA (potentially for each market system or function: How the Rogingya people do operate business considering legal framework (LSD guideline and government policies) and what are the most profitable enterprise?

Describe past efforts to gain this understanding and existing resources/products relevant to the MSA effort: DRC has been operating some skill development and livelihoods interventions in camps and host since last three to four years like Garments jhoot waste recycling, plastic waste recycling, Gas stove repairing and maintenance, tailoring, bamboo handicrafts making, community kitchen operations by CBOs, Pond fish culture, etc following the guidelines of livelihoods and skill development sector

Main activities

Described the main activities what DRC are expecting the consultant/firm to undertake as per deliverables in sl 6 and following LOE. For example:

MSA preparation

- Preparatory calls/conversations
- Secondary literature review
- Drafting an MSA report outline
- Drafting a MSA research plan
- Conducting a kick-off workshop
- Training the MSA research team

Conducting the MSA

- Managing primary data gathering
 - Managing MSA logistics
 - Drafting and finalizing data gathering tools
 - Data quality
- Leading data capture and analysis
- Data validation

Strategy/intervention design

- Leading strategy/intervention design
 - Identifying intervention areas, potential interventions and potential market actors
- Conducting feasibility checks of opportunity, solution, partner and measurement potential
- Validating design ideas

Deliver capacity development training

- Train DRC and IP staff on market system approach (03-day long inhouse training on training for Max 20 participants) with a standardized training module. DRC will cover the training Venue, accommodation, food and relevant logistic cost for the participants.
- Develop one training module for 3-day long ToT and validate at field level and submit to DRC

Reporting

- Draft an internal MSA report
- Produce an external MSA summary
- Present findings/recommendations

Key deliverables

Describe in detail each of the key deliverables for the activities listed below sl 6 and rereferring LOE (even if that will change somewhat later with the input from the consultant/firm). For example:

MSA report outline

The MSA report outline should be structured to include the following sections: Executive summary, scope/methodology, market system selection, market system overview, market system mapping, market system functioning, strategy/intervention design including market system vision, intervention prioritization and discussion of potential market actors as partners (i.e. leverage points), and an annex which includes key secondary and primary sources. Aspects relating to gender, environment and resilience should be integrated throughout the report.

LOE and timing

Describe the anticipated timing and LOE.

The assignment timeline is 30 working days within a three-month period from 01 July to 30 September 2026

Fill out the following table:

Activity	Tasks	LOE Estimate	Location	Timing	Deliverables
Phase-1 Inception: Desk review of project documents, stakeholders mapping, drafting methodology and data collection tools	A comprehensive analysis of existing secondary data (e.g., policy papers, past evaluations, program reports, and academic literature), LSD sector guidelines/frameworks; DRC's policy and priorities, etc), discussion with DRC team with tools and methodology	3-5 days	Cox's Bazar	01-09 July 2026	Inception report with a detailed work plan and finalized data collection tool (eg, KII, FGD guidelines)
Phase-2: Primary and secondary data collection: field work, KII with market actors and FGD with target populations	Work plan, Train enumerators, identify target, actions for KII, FGD, data accuracy, monitoring the enumerator, data validation, follow camp visit protocols	8-12 days	Ukhiya (Selective camps and host Unions), Cox's Bazar	10 July- 31 July 2026	Field visit completion report
Phase 3: Data analysis and debriefing	Transcribing notes, analysing qualitative and quantitative data, validating preliminary findings with internal project staff	4-5 days	Cox's Bazar	01-15 August 2026	A de-briefing session or presentation of initial findings and recommendations
Phase 4: Deliver training with developing a	Develop module and conduct 3-day MSA/D training for DRC and IP	4-5 days	Cox's Bazar	16 August- 10 September	Submit a comprehensive training report with

module	staff based on findings and recommendations			2026	finalising a standardized training module
Phase 5: Reporting	Drafting the comprehensive MSA report, including market maps, value chain constraints, and actionable recommendations for interventions	4-5 days	Cox's Bazar	11-30 September 2026	Draft report, followed by a final report incorporating feedback from DRC and LSD sector
	TOTAL LOE	25-30 days			

6. Deliverables and Expected outputs/deliverables

Activities/Deliverables	Estimated days	Review and Approval By
Deliverable 1: Submission of inception reports including work plan and methodology describing the total implementation process of the mentioned assignment and draft outlines of the assignment	05 days	Approved by Project Manager
Deliverable 2: Conducting the MSA following protocols-primary and secondary data collection: survey, field visit, KII, FGD, consultation meeting, etc.	12 days	
Deliverable 3: A debriefing session/presentation of initial findings and recommendations following data analysis.	03 days	
Deliverable 4: Develop one standardised training module and deliver 3-day long training to DRC and IP staff based on MSA findings and recommendations	05 days	
Deliverable 5: Acceptance of the final report (draft report followed by a final report with incorporating feedback from DRC)	05 days	
Total	30 working days	

7. Institutional arrangement

The Vendor/Agency/Consultancy Group/ individual consultant or consultancy Firm will report to the Project Manager. The awarded vendor will share the progress of the assignment weekly to the Project manager and deliverables shall be submitted accordingly. A performance evaluation will be carried out at the end of the assignment by taking feedback from various stakeholders.

Key performance indicators include:

- Completeness of a detailed work plan describing the implementation process of the assignment.
- Completeness and quality of the works engagement.
- Completeness and quality of the delivery of the assignment-MSA survey
- Completeness and quality of the delivery of the Training with module
- Completeness and quality of the final report and relevant documents.

The assignment will be guided and reviewed by the Project Manager with support from the team members. By accepting the assignment, the awarded vendor/Firm takes on the responsibility to complete the deliverables in a timely manner.

8. Duration of the work

The duration of the assignment will be 30 working days Including necessary Field Visit over a period of three months (01 July 2026 to 30 September 2026)

9. Evaluation process

A. Administrative evaluation

A bid shall pass the administrative evaluation stage before being considered for technical and financial evaluation. Documents listed below shall be submitted with your bid. Submission of these documents is mandatory to ensure administrative compliance. Failure to provide/submit any of the required documents, as specified in the Instructions, will result in automatic disqualification. However, for sole consultants, submission of a trade license, BIN, and official stamp is not mandatory and will not result in disqualification.

# Sl	Document	Instructions	Weightage in administrative evaluation [Total 100%]
1	Valid Trade License (current fiscal year) FY 25-26	Submit the document	10%
2	TIN Certificate	Submit the document	10%
3	BIN Certificate-13 digit	Submit the document	10%
4	Income Tax Clearance Certificate -last year	Submit the document	10%
5	NID of the Majority Owner/consultant	Submit the document	10%
6	Terms of Reference (ToR)	Sign, stamp and submit the document- this document	10%
7	DRC General Conditions of Contract	Sign, stamp and submit the document- attached	10%
8	Supplier Code of Conduct	Sign, stamp and submit the document- attached	10%
9	Supplier Profile and Registration Form	Fill up, Sign, stamp and submit the document	10%
10	Financial Bid (RFQ)	Fill up with price, Sign, stamp and submit the document	10%
Total Weight			100%

B. Technical evaluation

# SI	Technical Criteria	Weighted Score [Total 100%]
1	Organization profile indicating the contact details (email and telephone number)	10%
2	Minimum master's degree in business administration and or social science, Development studies or any other related field for the assignment. Certificate must be attached as evidence.	5%
3	Experience in market systems assessment/approaches, or any other business development areas in Bangladesh. Proof of experience providing at least one (1) approved/validated evidence- FWAs/Service Contracts/POs/Work orders/Work experience certificates etc.) from NGO/INGO/UN agencies/Other International agencies.	10%
4	Experience in host and camp context of Cox's bazar for developing contextual market system assessment, performing value chain survey or related assessment and working with market-oriented approach in INGO/UN agencies/Other International agencies on similar assignment (at least one (1) approved/validated evidence- (FWAs/Service Contracts/POs/Work orders/Work experience certificates etc.)	10%
5	Consultant/ firm's Personal CVs of the team members indicating relevant experiences.	3%
6	Submit at least three (3) professional references. Preferring the 03 different organizations.	2%
7	Technical Proposal detailing the concept of market systems approach, methodology of assignment, implementation modality and work plan.	30%
8	Technical Interview and Presentation (Q&A) a) Suppliers who meet the administrative compliance requirements will be invited to deliver a presentation of their proposed services, demonstrating alignment with DRC's Terms of Reference (ToR) – 5 marks b) During the session, presentation to be in English language- 5 marks c) Team's Communication skills on local dialect (Chattertonian and Rohingya)- 5 marks D) During the interview, shall present the previous works documentations /findings including evidences and reports-15 marks	30 %
Total		100%

The individual consultant/Firm/vendor who obtain a minimum of 70% score in the technical evaluation will be treated as passed/technically compliant and will proceed to the Financial Evaluation. So, bids that are deemed technically non-compliant will not be financially evaluated.

10. Financial proposal and payment procedure

The financial proposal shall specify a total amount in BDT including VAT & AIT along with, the price should encompass the vendor/ consultants professional fees as well as any kind of associated cost (i.e. travelling, accommodation, food, Work plan, methodology of the assignment, quality of the content/outlines, content of the need assessment, publicity method, costumes used and way of presenting shows and cultural norms and sensitivity). The cost of performing the above-mentioned deliverables. Payments are based upon deliverables i.e. services specified in the TOR.

Payment of the Vendor/Agency/ Consultancy Firm/Individual consultant as per deliverables:

Instalments (%) Linked with deliverables	Completion of Deliverables	Completion Days	Duration and Tentative Duration of Work
First Instalment: Deliverable 1: Submission of inception reports including work plan and methodology describing the total implementation process of the mentioned assignment and draft outlines of the assignment	05 Days payment shall be paid upon submission of deliverables-01	05 working days	01-09 July 2026
Second Instalment: Deliverable 2: Conducting the MSA following protocols-primary and secondary data collection: survey, field visit, KII, FGD, consultation meeting, etc. Deliverable 3: A debriefing session/presentation of initial findings and recommendations following data analysis. Deliverable 4: Develop one standardised training module and deliver 3-day long training to DRC and IP staff based on MSA findings and recommendations	20 Days payment shall be paid upon submission of deliverables-02,03 and 04	20 working days	10 July to 10 September 2026
Third Instalment: Deliverable 5: Acceptance of the final report (draft report followed by a final report with incorporating feedback from DRC)	05 Days payment shall be paid upon submission of deliverables-05	05 working days	By 30 September 2026
Total	Deliverables 01-05	30 Working days	03 Months (approx.)

Company Name:

Signature:

Stamp/Seal:

Date :