

Terms of Reference (ToR)

For

Hiring a consulting firm/individual team for an inclusive Market and Value Chain Analysis to identify the promising business opportunities for the RWVL-Bangladesh Program

1. Background

The Manusher Jonno Foundation (MJF) is implementing the Renewed Women's Voice and Leadership – Bangladesh (RWVL-B) project to strengthen women's rights organizations (WROs) and promote gender equality, women's leadership, and inclusive economic empowerment across Bangladesh. The project supports grassroots Women's Rights Organizations (WROs) working with marginalized groups, including rural women, Dalit communities, migrant women workers, gender-diverse groups, ethnic minorities, and other socially excluded populations. To strengthen Inclusive Economic Empowerment & Entrepreneurship initiatives under the project, the analysis will be conducted in 22 partner WROs. The assessment will identify promising business opportunities at the local level, assess relevant value chains, and recommend market-based solutions to enhance women's entrepreneurship and economic participation. The assessment will generate evidence to guide WROs in selecting viable business models, income-generating activities (IGAs), micro-enterprises, and market-linked businesses suited to local socio-economic and environmental contexts.

2. Objective of the Assignment

To conduct an Inclusive Market and Value Chain Analysis to identify location and population-specific promising business opportunities and market-based solutions for women-led enterprises across 22 Women's Rights Organizations (WROs) and partner organizations' operational areas [\[see annexes\]](#).

Specific Objectives

- Identify WRO-wise promising inclusive business opportunities/products feasible for socially excluded groups to support their survival, considering local resources, market demand, and gender inclusion.
- Analyze selected products/business opportunities through inclusive market systems/value chain analysis.
- Identify key constraints, risks, and barriers affecting marginalized, diverse women entrepreneurs and women-led income generation activities.
- Design context-specific multiple inclusive business models derived from the identified promising business opportunities.
- Recommend inclusive business models implementation guidance and strategies for strengthening inclusive economic empowerment and entrepreneurship.

3. Scope of the Assignment

The study will focus on identifying inclusive, location-specific, and targeted population-specific economic opportunities to strengthen women's economic opportunities (entrepreneurship and inclusion in market systems). Specifically, the scope of the study will include the following components:

- **Review of the baseline findings:** Synthesize data and findings from the RWVL-B project baseline, deep drive analysis by incorporating the qualitative findings in the study.
- **Mapping of local economic context:** Assess the socio-economic conditions, livelihood patterns, local market dynamics, and existing economic activities in the selected project locations to understand opportunities and constraints for marginalized and diverse women's economic participation.
- **Identification of promising business opportunities:** Identify potential inclusive and market-driven business opportunities suitable for marginalized, diverse women and excluded groups.
- **Inclusive market system and value chain analysis of selected products/services:** Conduct an inclusive market system and value chain analysis of selected products/services, examining market structure, actors, service providers, both public and private sectors, for strengthening marginalized and diverse women's participation in local markets.
- **Assessment of barriers to marginalized and diverse women's participation:** Examine gender-specific barriers such as limited access to finance, markets, skills, technology, mobility, and decision-making power that affect marginalized and diverse women.
- **Stakeholder mapping and engagement:** Identify and consult with key stakeholders, including producers, traders, market intermediaries, service providers, financial institutions, local government, and private sector actors relevant to the selected value chains.
- **Design recommended inclusive business models:** Recommend context and location-specific, feasible, and scalable business models, income-generating activities (IGAs), and micro-enterprise opportunities suitable for WRO-supported marginalized and diverse women in the target locations.
- **Resources planning:** Assessing required resource planning for project participants and social enterprises, focusing on skills development, inputs, financial capital, market linkage, institutional support, technical training, and organizational capacity to enhance sustainable enterprise development and long-term economic resilience at individual and organization levels.
- **Guiding notes for WRO program implementation:** Provide evidence-based recommendations and practical guidance for partner WROs to implement inclusive economic empowerment initiatives aligned with local market opportunities for marginalized and diverse women.

4. Key tasks and responsibilities

The consultant will perform the following tasks:

- **Inception phase:** The consultant will review relevant project documents and literature to establish an evidence base, develop an assessment framework, methodology, and data collection tools for inclusive market and value chain analysis. The consultant will propose initial inclusive business model ideas and submit an inception report with a detailed work plan and methodological approach.
- **Data collection:** Conduct field visits and stakeholder consultations in all project locations to gather primary data. The consultant will undertake Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and market observations to understand local market dynamics, value chain functions, and inclusive economic opportunities, particularly for women and marginalized groups.

- **Inclusive business opportunity identification:** Identify WRO-wise promising business opportunities, considering
- **Inclusive market and value chain analysis:** Used appropriate methods and tools for inclusive market and value chain analysis.
- **Constraint and Solution Analysis:** Identify structural, social, financial, and market barriers affecting women entrepreneurs.
- **Dissemination Workshop:** Organize and facilitate a validation workshop with WRO partners and MJF staff to share location-specific promising business and entrepreneurship opportunities for marginalized and diverse women. The workshop will encourage feedback and suggestions for refining inclusive and sustainable business opportunities and models for marginalized and diverse women.
- **Reporting:** Prepare WRO-wise report, including promising inclusive business opportunities and a comprehensive assessment report with actionable recommendations.

5. Deliverables

SI #	Deliverable	Descriptions
1	Inception report	Workplan, methodology, assessment framework, and data collection plan
2	Data collection tools	FGD and KII guiding tools for multiple stakeholders, staff, and project participants
3	Primary findings and WRO-wise short report	WRO-wise population-specific, promising inclusive business opportunities and models, including an analyzed data sheet.
4	Draft assessment report	Draft report, including WRO-wise population-specific, promising inclusive business opportunities and models
5	Final assessment report	Final report, WRO-wise population-specific, promising inclusive business opportunities and models

6. Duration of Assignment

The assignment will be completed within 60 calendar days from the date of contract signing.

7. Required Qualifications

The consulting firm/consultant should have:

- Experience in conducting inclusive market systems assessment and value chain analysis, inclusive economic empowerment, and private sector inclusion studies in agriculture, agribusiness, non-firm business, or social enterprise development.
- Proven experience in designing inclusive business models, particularly for marginalized and diverse women in the vulnerable context in Bangladesh.
- Experience in assessment of marginalized or vulnerable communities, ensuring gender-transformative and socially inclusive business approaches.
- Experience of study or research on gender equality, inclusive women's economic empowerment & Entrepreneurship, developing practical and scalable business models, and gender-responsive market systems development (MSD) approaches.

- Report writing quality of international standard, following the GAC framework, and inclusive women's economic empowerment and entrepreneurship, and Gender Equality Pathways in the reports

Consultant	Expertise
<p>1. Women's Economic Empowerment and Entrepreneurship Expert</p>	<ul style="list-style-type: none"> • Strong academic and professional background with a BBA and MBA, with preferred specializations in Entrepreneurship, SME Management, market systems development, value chain analysis, inclusive economic empowerment, or private sector development programs. • Expertise and experience in similar studies, including conducting market assessments, feasibility studies, and value chain analyses in agribusiness, non-firm sectors, or rural enterprise development, for both international and national organizations, including government agencies. • Demonstrated experience in designing and implementing inclusive business models, particularly for marginalized and diverse women. • Proven experience working with women's rights organizations (WROs), civil society organizations, and marginalized or vulnerable communities, ensuring gender-transformative and socially inclusive approaches. • Strong knowledge of gender equality, inclusive women's economic empowerment & Entrepreneurship, developing practical and scalable business models, and gender-responsive market systems development (MSD) approaches. • Experience facilitating multi-stakeholder consultations, including government agencies, private sector actors, producer groups, and community-based organizations. • Strong analytical, research, and report writing skills, with experience preparing high-quality analytical reports, policy briefs, and strategic recommendations. • Good understanding of the socio-economic context, rural livelihoods, and agricultural and non-farm market systems in Bangladesh. • Strong knowledge of the GAC framework, inclusive women's economic empowerment and entrepreneurship, and Gender Equality Pathways in the reports
<p>2. Qualitative Data Analyst</p>	<ul style="list-style-type: none"> • Strong analytical, research, and report writing skills, with experience preparing high-quality analytical reports, policy briefs, and strategic recommendations.

	<ul style="list-style-type: none"> • Good understanding of the socio-economic context, rural livelihoods, and agricultural and non-farm market systems in Bangladesh. • Strong expertise in qualitative data analysis software (NVivo, Atlas.ti, or equivalent) for thematic coding, data organization, and in-depth qualitative analysis. • Report writing quality of the international standard, following the GAC intersectional analysis framework, and inclusive women's economic empowerment and entrepreneurship, and Gender Equality Pathways in the reports
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8. Payment Modality: A payment schedule is given below against the deliverables

Sl. No	Deliverable	Timeline	Payment schedule
1	Submit the inception report, including the revised version of the methodology and Tools after consulting with RWVL-B	Within 5 days after the contract is signed	30% of the total amount
2	Submission of the Final Methodology, Tools (FGD and KII guiding tools for multiple stakeholders), assessment framework, and data collection plan after the co-creation meeting	Within 15 days after the Contract Sign	30% of the total amount
3	Submission of the final report, and WRO-wise population-specific, promising inclusive business opportunities and models, including an analyzed data sheet.	Within 70 days after the Contract Sign	40% of the total amount

9. How to Apply

Submission of Proposal and Budget: An interested person/consultant firm is requested to submit a technical and financial proposal for the assignment. The proposal (duly signed) should adhere to the given page limit. The proposal should be submitted to the Manusher Jonno Foundation, Plot # 3 & 4, Avenue # 3, Haji Road, Rupnagar, Mirpur-2, Dhaka- 1206, or submitted electronically at procurement@manusher.org, clearly mentioning "Hiring a consulting firm for an inclusive Market and Value Chain Analysis to identify the promising business opportunities for RWVL-B Program" in the subject line **by June 15, 2026 by 05:00 PM.**

The maximum budget for this assignment is BDT 2,000,000.00 - BDT 2,200,000.00, but it is a competitive bidding process. The technical and financial proposals must be submitted in separate files. A detailed budget breakdown, including fees, travel, and logistical costs, is required. The financial proposal must be inclusive of VAT. This will be a competitive process for selecting the consulting

firm/individual team. The proposals will be assessed and shortlisted, then only the shortlisted consultants or firms will be contacted for the next step (presentation) and finalized after negotiation.

Selection and Scoring Criteria

The technical and financial proposals will be evaluated against the following criteria: Technical Evaluation, Oral presentation, including Price, cost effectiveness, innovative approaches, and overall conceptual understanding of the assignment. The following are the details mentioned below:

A. **Technical and Financial Evaluation criteria (70%):** The following criteria will be used to evaluate the technical and financial proposals. Direct copying and pasting, including the use of directly AI-generated approaches and frameworks, will be strictly prohibited.

- Understanding the assignment and the analysis framework and objectives – 20%
- Methodology and approach- 10%
- Team Composition and Consultant Profile- 20%
- Financial proposal with cost effectiveness- 20%

B. **Oral Presentation (30%):** After getting the report of the technical review committee, MJF will call the recommended Firm or individual team for an oral presentation, and the offer will be evaluated based on the following criteria.

- Understanding of the TOR, Conceptual Clarity, and methodology - 5 %
- Implementation Approach, Workplan, and deliverables- 10%
- Team composition and previous similar assignments- 10%
- Financial proposal & cost effectiveness- 5%

C. **Essential documents:**

The following documents must be submitted by the firms/persons as proof of experience, expertise, and compliance:

- Written letter on letter-headed paper
- Technical proposal (Maximum 8 Pages), additional requirement attached in the annexes
- Financial proposal, including the consultancy days and fees for the key team members, should be clearly mentioned. The detailed unit cost should also be specified.
- Consultants' CV(s) (max. 5 pages) of key person(s) to be involved at any stage of the assignment, with respective roles and tasks of all those involved.
- 2-3 sample relevant reports ([link](#)) of inclusive market systems assessment conducted by the firm or individuals
- Updated Trade license (if applied by the Firm).
- National ID Card (NID) of the owner
- Tax Identification Number (TIN) Certificate
- Tax Certificate of tax status for 2025 -2026.
- Business Identification Number (BIN) Certificate (if applied by the Firm).
- At least 3 different client references (preferably NGOs or international organizations) with the same type of assignment (copies of contracts, order forms, delivery notes, etc.).



Disclaimer

Manusher Jonno Foundation reserves the right to accept or reject any or all proposals /applications without assigning any reason whatsoever.

Discloser of information

It is understood and agreed that the resource person shall treat any information obtained during and after the effective period of the contract as confidential and shall not disclose any such information, unless authorized in writing by the Manusher Jonno Foundation. Any information obtained in the course of performing the contract shall be made available to the consultants on a need-to-know basis only.

Safeguarding /Protection Policy

The individual consultant shall comply with the MJF’s Policy on safeguarding and child Protection policy. Any violation or deviation from MJF’s Policy on child protection and vulnerable adults will result not only in termination of the agreement, but also in MJF initiating appropriate action to make good the damages/losses caused by non-compliance with MJF’s safeguarding policy.

Confidentiality

The Consultant shall treat all information obtained during the assignment as strictly confidential. All data, documents, reports, and any other materials collected or developed in this assignment shall not be disclosed to any third party without prior written consent from the Manusher Jonno Foundation. This obligation shall remain valid during and after the completion of the assignment.

Please get in touch with the following persons if required (Over the phone/email)

- Nuruzzaman Asad, Cell: 01707417258, Email: asad@manusher.org

Prepared By		Approved By	
Name	Md. Ashraful Islam	Name	Mohuya Leya Falia
Signature		Signature	
Date	May 24 , 2026	Date	May 24 ²¹ , 2026

ANNEXES:

Annexes A: Project Locations and Women's Rights Organizations (WROs)

SL	Organization Name	District	Upazila	Diverse groups
1	Amrai Pari Paribarik Nirjaton Protirodh Jot (WE CAN)	Dhaka	Mohammadpur	Students, Teachers, and community forums (women, men)
2	Ananya Kallyan Sangathon (AKS)	Bandarban	Bandarban Sadar	Ethnic women, girls in CHT
3	Association for Alternative Development (AFAD)	Kurigram	Kurigram Sadar	Women and girls in climate-vulnerable areas
4	Bangladesh Nari Progati Sangha (BNPS)	Netrokona	Barhatta	Women, girls, in haor areas
5	Bangladesh Nari Sramik Kendra (BNSK)	Dhaka	Mohammadpur	Bihari women's and girls
6	Bangladeshi Ovivashi Mohila Sramik Association (BOMSA)	Jashore	Jashore Sadar	Potential, Aspirant, and Returnee Women Migrant workers
7	Centre for Women and Children Studies (CWCS)	Dhaka	Dhaka Sadar	Women migrant workers, and AWMV forum members
8	Dalit Empowerment Foundation (DEF)	Satkhira	Tala	Dalit Women & Girls
9	Diner Alo Hijra Sangho (DAHS)	Rajshahi	Paba	Hijra, transwomen, including students in the education setup
10	Initiative for Right View (IRV)	Khulna	Koira	Women and girls in climate-vulnerable areas
11	Katnarpara Nari Unnayan Sangstha [KNUS]	Bogura	Sariakandi	GBV survivors, rural women & girls, returnee migrant women
12	Khagrapur Mahila Kalyan Samity (KMKS)	Khagrachori	Khagrachori Sadar	Ethnic Women and Girls in CHT
13	Nondita Surokkha (NS)	Faridpur	Faridpur Sadar	Women and Girls in riverine char
14	Oboyob Youth Organisation	Dhaka	Dhaka CC	Gender diverse CBO leaders, young activists, and gender-diverse individuals
15	Pragroshor	Dhaka	Mirpur	Slum dwellers' women and girls

16	Progressive	Rangamati	Borokol	Ethnic Women and Girls in CHT
17	Sex Workers Network (SWN)- Dhaka	Faridpur	Faridpur Sadar	Sex workers-led groups, and members
18	Shustho Jibon	Dhaka	Badda	Trans women and Hijra
19	Swarnobhumi Mohila Unnoyon Songstha (SMUS)	Dinajpur	Birampur	Plain land ethnic women and girls
20	Welfare Efforts (WE)	Jhenaidah	Jhenaidah Sadar	Rural women and girls
21	Women with Disabilities Development Foundation (WDDF)	Dhaka	Bogura Sadar	Women and girls with disabilities
22	Women's Education for Advancement and Empowerment (WEAVE)	Rangamati	Rangamati Sadar	Ethnic women and girls in CHT