

# Terms of Reference (ToR)

## Hiring Individual consultant(s) for feminist advocacy planning.

Terms of Reference	
Project Name	Renewed Women’s Voice and Leadership – Bangladesh (RWVL-B)
Funded By	Global Affairs Canada
Assignment duration	70 calendar days, the consultancy assignment will be completed within the agreed timeline, based on the workshop schedule and submission of all final deliverables following contract signing.
Budget	Maximum budget is BDT 1500,000.00, including VAT but it is competitive bidding process.

### 1. Background

The Renewed Women’s Voice and Leadership (RWVL) – Bangladesh Project, funded by Global Affairs Canada and implemented by Manusher Jonno Foundation (MJF), aims to strengthen women’s rights organizations (WROs), feminist movements, and gender-diverse groups to advance gender equality and women’s rights in Bangladesh.

The project prioritizes three pillars: (i) Organizational Capacity and Sustainability, (ii) Gender Equality Programming and Advocacy, and (iii) Advocacy and Movement Strengthening. RWVL-B employs a dual advocacy strategy that combines local and national policy efforts. The local advocacy emphasizes policy and law enforcement by amplifying collective voices and advocating for the enforcement of policy provisions; the national policy advocacy aims to influence legislation and policies that benefit women, girls, and their intersectional identities. Also, the project focuses on feminist campaigns for social change by addressing structural gender inequality, harmful social norms, discrimination, and barriers to women’s rights.

#### 1.1 Local Advocacy

Local advocacy aims to identify and address implementation gaps that prevent marginalized women and girls from accessing public services and their rights. The project encourages the use of Social Accountability Tools (SATs), such as community scorecards, public hearings, and community monitoring processes, to enhance accountability and foster engagement between communities and duty bearers. Partner WROs will receive technical support, training, and guidance to identify local advocacy priorities and develop advocacy plans for execution throughout the project period.

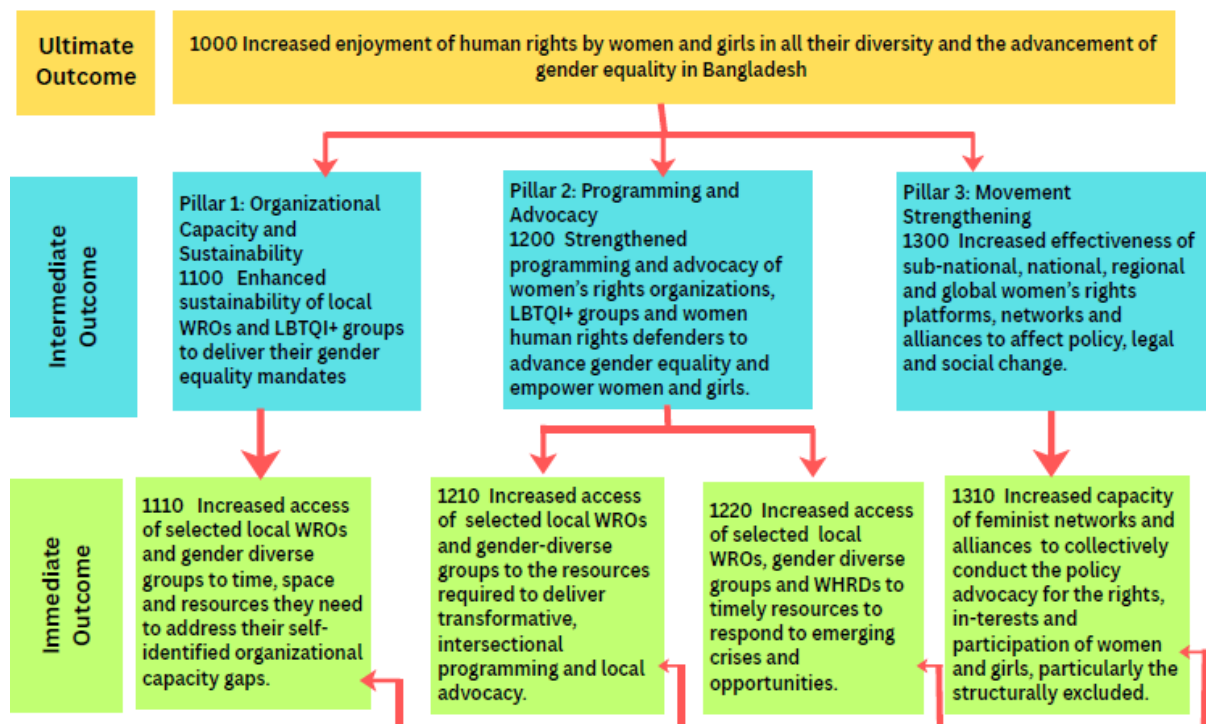
#### 1.2 Policy Advocacy

Evidence-based policy advocacy will concentrate on creating and using credible evidence to influence national laws, policies, and systems related to women’s rights and gender equality. The process includes policy analysis, stakeholder engagement, coalition building, developing policy recommendations, policy briefs, dialogues, media mobilization, and influencer engagement. The project will also establish strong links between local advocacy efforts and national advocacy goals, enabling grassroots realities to shape policy change.

#### 1.3 Social Campaigns and Movement Building

The project plans feminist campaigns and social mobilization efforts to challenge discriminatory norms, harmful practices, and gender inequality. These campaigns will involve communities, youth groups, neighbors, families, and local influencers through both online and offline platforms.

## 1.4 Key Expected Results



## 1.5 Key Project Implementation Strategies

- Building institutional and individual capacity to promote feminist values and gender equality.
- Implement a leadership development process at the grassroots level.
- Agency creation and community mobilization
- Advocacy (local and national) facilitation, and referral pathway development
- Social campaigns and gender equality awareness
- Knowledge sharing and peer learning among organizations and groups
- Collaboration with public service institutions, especially local government institutions

Within the framework of “Pillar 1, 2 & 3”, RWVL-B recognizes the need to strengthen the technical capacity of partner organizations in advocacy planning, policy engagement, movement building, and campaign implementation.

## 2. Purpose of the Assignment

The main goal of this consultancy is to lead evidence-based technical sessions at the local level, training workshops to identify key structural causes, including deeply rooted social and political factors that create barriers or resistance among certain populations, and to assist partner organizations in developing practical, evidence-based, and results-oriented Advocacy Action Plans for the next five years.

The consultant(s) will assist participants in identifying advocacy priorities, defining strategies, setting SMART objectives, developing implementation timelines, and designing monitoring mechanisms for advocacy efforts at the local and national levels.

### Specific Objectives

- Enhanced knowledge and understanding of evidence-based advocacy and SMART advocacy tools (as aligned with Global Affairs Canada and feminist analysis) to achieve gender equality results through an advocacy plan and actions.

- Enhanced advocacy skills and capacity of staff members for the implementation of evidence-based advocacy action plans.
- Improved coordination and collective actions, engaging women’s rights platforms, networks, and alliances at local and national levels.
- Increase engagement of rights holders (multiple groups) to oppose backlash, overcome structural barriers to GE, and challenge norms, discriminatory practices, and gender-based violence, including movement-building efforts.
- Increased collaboration with public institutions and local government bodies to promote rights-based services and accountability.

### **3. Scope of the Assignment**

To strengthen the technical capacity of partner organizations in advocacy planning, policy engagement, movement building, and campaign implementation, a total of 22 workshops is expected to be organized for each partner organization, each lasting 2 days (22 × 2 = 44 days). These local-level workshops will support partner organizations in identifying issues, developing practical, evidence-based Advocacy Action Plans, and strategies aligned with project objectives and local contexts. Upon completing all 22 local workshops, a four-day National-Level Workshop will be held to present the outputs of;

- Validate the local advocacy plans in the presence of the MJF project team, partners, and women’s rights experts.
- Create a “RWVL Project Advocacy Plan” with a micro-macro advocacy strategy, transitioning to a broader strategy for influencing policy or systemic change.
- Develop a monitoring framework with key performance indicators linking with all 22 local plans (one-on-one support).

To complete all the above assignments, an external expert is required, and Manusher Jonno Foundation plans to contract this task out to support the feminist advocacy effort, taking into account the local context and population-specific needs.

The Consultant(s) need to ensure that all sessions and materials are aligned with feminist principles, social accountability approaches, and participatory advocacy methodologies. The consultant (s) will be responsible for the following tasks:

#### **3.1 Tools and Materials Development**

Organize pre-consultations with representatives of 22 partner organizations, and design the facilitation methodology and advocacy frameworks, which must be aligned with GAC advocacy priorities and feminist advocacy principles. Develop/adapt materials, tools, templates, and handouts as required.

#### **3.2 Training Workshop Facilitation**

- Facilitate technical conceptual sessions in a participatory way, and an interactive educational approach where learners actively shape their own learning process.
- Ensure core characteristics of Participant-Centered, Experiential, Collaborative, and Empowerment-oriented approaches that will build the confidence and critical thinking skills individuals need to take autonomous action in their communities.

#### **3.3 Advocacy Action Plan Development Support**

Review the draft plans and finalize the partner organizations’ “Advocacy Plan” as well as the RWBL Project Plan by ensuring the integration of, but not limited to:

- Analysis of the gender inequality context
- Set SMART objectives that align with women's human rights standards and principles of equality
- Use exercise-based methods like power mapping, stakeholder analysis, and policy gap analysis
- Utilize various advocacy tools, such as demonstrating collective actions for law enforcement and influence
- Create advocacy results indicators
- Consider risk mitigation and safety measures

### **3.4 Monitoring Framework Development:**

- Develop a comprehensive monitoring plan, key performance indicators, checklists, and progress tracking tools to be used by MJF.

### **3.5 Finalization:**

- Review and finalize Advocacy Action Plans and monitoring frameworks.

### **3.6 Identify the Advocacy Issue for MJF:**

- Facilitate a participatory process with MJF and relevant stakeholders to identify and prioritize key advocacy issues based on evidence, contextual analysis, and alignment with organizational and programmatic objectives.
- Ensure the identified advocacy issues reflect structural barriers, gender inequalities, and emerging rights-based concerns at local and national levels.
- Support the synthesis and documentation of agreed priority advocacy issues to guide strategic planning and future advocacy interventions under MJF initiatives.

## **4. Key Deliverables**

- Conduct a desk review of relevant project documents and submit an inception report (after signing the contract with MJF) detailing methodologies, session plans, resource persons, timelines, and tools.
- Advocacy issues for each of the partner organizations, and facilitate 22 local workshops.
- Identify key macro-level advocacy issues and priorities, and facilitate a national workshop. Develop a comprehensive micro-macro policy advocacy plan, advocacy strategy, and monitoring framework.
- Development of an advocacy monitoring framework, tools, and checklists for the partner organizations and for MJF.
- Finalize plans for 22 partner organizations by setting their own advocacy goals, activities, timelines, responsibilities, stakeholder engagement, coalition building, and key contents of advocacy messaging.

## **5. Key Performance Indicators**

The fundamental requirements and core competencies for consultant (s) include:

- Intersectional Approach: Ensure that 100% advocacy plan demonstrates the applications of an intersectional feminist analysis
- Root-Cause Analysis: Ensure that 100% advocacy plan includes a documented root-cause analysis of the identified issues.
- Participatory Methodology: At least 80% of the session participants reported meaningful participation in the advocacy planning process through their lived experiences.
- Micro-Macro Advocacy: One evidence-based micro-macro advocacy strategy developed and validated through stakeholder consultation.

- Advocacy Monitoring Framework: Develop 1 advocacy monitoring framework align with the project PMF
- Power and Systematic Analysis: Apply systematic analysis of power relations, decision makings structures and stakeholder interests to identify strategies advocacy entry points, allies and opportunities for policy influence.
- Evidence- Based Analysis and Advocacy: Ensure that advocacy priorities, recommendations, and influence strategies are grounded in credible evidence, community knowledge, policy analysis, and the documented experiences.
- Policy & Advocacy Skills: Using tools like gender-responsive policy monitoring, reporting, and targeted lobbying to reshape public frameworks.
- Transparent Messaging: Clearly, objectively, and urgently communicate positions without diluting feminist principles.

## 6. Methodology

The consultant is expected to apply participatory, feminist, and adult-learning methodologies throughout the assignment. The Technical Proposal requires proposing methodologies, including but not limited to.

- Group work and presentations
- Reflection and feedback sessions
- Practical exercises and simulation activities
- Case studies on feminist advocacy and campaigns
- Role plays and stakeholder engagement simulations
- Collaborative planning and peer learning approaches

## 7. Duration of the Assignment

The total duration of the consultancy will be 70 calendar days, based on the workshop days after contract signing.

## 8. Detail Workshop Plan

Sl.No	Organization/ POs	Duration	Regional/ District level Workshop
<b>Partners Organization</b>			
1.	Amrai Pari Paribarik Nirjaton Protirodh Jot (WE CAN)	2 days	Dhaka
2.	Bangladesh Nari Sramik Kendra (BNSK)	2 days	Dhaka
3.	Center for Women and Children Studies (CWCS)	2 days	Dhaka
4.	Shustho Jibon	2 days	Dhaka
5.	Oboyob Youth Organization	2 days	Dhaka
6.	Women with Disabilities Development Foundation (WDDF)	2 days	Dhaka/or Bogura
7.	Sex Workers Network (SWN)- Dhaka	2 days	Dhaka
8.	Pragroshor	2 days	Dhaka
9.	AFAD	2 days	Kurigram
10.	Progressive	2 days	Rangamati
11.	Women's Education for Advancement and Empowerment (WEAVE)	2 days	Rangamati
12.	Khagrapur Mahila Kalyan Samity (KMKS)	2 days	Khagrachori
13.	Ananya Kallyan Sangathon (AKS)	2 days	Bandarban
14.	Bangladesh Nari Progati Sangha (BNPS)	2 days	Netrokona

15.	Initiative for Right View	2 days	Khulna
16.	Dalit Empowerment Foundation (DEF)	2 days	Satkhira
17.	Bangladeshi Ovibashi Mohila Sramik Association (BOMSA)	2 days	Jashore
18.	Welfare Efforts (WE)	2 days	Jhenaidah
19.	Nondita Surokkha	2 days	Faridpur
20.	Diner Alo Hijra Sangho (DAHS)	2 days	Rajshahi
21.	Katnarpara Nari Unnayan Sangstha [KNUS]	2 days	Bogra
22.	Swarnobhumi Mohila Unnoyon Songstha (SMUS)	2 days	Dinajpur
	<b>National Level Workshop</b>		
1.	Manusher Jonno Foundation	4 days	Dhaka

## 9. Reporting and Coordination

The consultant will report to the Project Lead of the Renewed Women's Voice and Leadership – Bangladesh (RWVL-B) Project at Manusher Jonno Foundation and will work closely with the project team and partner organizations throughout the assignment period.

## 10. Payment Modality

A payment schedule is given below against the deliverables

Sl. No	Deliverable	Timeline	Payment schedule
1	Conduct a desk review of relevant project documents and submit an inception report (after signing the contract with MJF) detailing methodologies, session plans, resource persons, timelines, and tools.	Within 5 days after the contract is signed	30% of the total amount
2	<ul style="list-style-type: none"> <li>Completion of 22 (twenty-two) local-level workshops.</li> <li>Completion of the national workshop.</li> </ul>	Within 55 days after the Contract Sign	20% of the total amount
3	<ul style="list-style-type: none"> <li>Submit the advocacy Plans for partner organizations</li> <li>Submit a draft comprehensive micro-macro policy advocacy plan, advocacy strategy, and monitoring framework, and key contents of advocacy messaging.</li> </ul>	Within 60 days after the Contract Sign	30% of the total amount
4	Submission of all final deliverables incorporating MJF's feedback.	Within 70 days after the Contract Sign	20% of the total amount

**Note:** Failure to meet the key deliverables within the agreed timeline and quality standards may result in withholding the corresponding milestone payment or deducting up to 10% from the final payment, at MJF's discretion.

## 11. Required Qualifications

The consultant should possess the following qualifications and experiences:

- Feminist advocacy expert requires a strong understanding of embedding **intersectional gender analysis** into structural work, focusing on how overlapping systems of discrimination (race, class, ethnicity, disability, profession, gender diversity, sexual identity, etc.) create inequalities.
- Proven experience in designing and developing a feminist advocacy framework, including leading sessions using methodologies through a feminist lens.
- Proven experience in creating a comprehensive advocacy strategy and policy plan for national and international organizations focused on women's human rights or substantive equality.
- Sensitivity and working experience with grassroots women's rights organizations and gender-diverse groups.
- Proven writing and documentation skills.

## 12. Submission of Proposal and Budget

Interested consultants are requested to submit:

1. Technical Proposal (maximum 5 pages)
2. Updated CV (maximum 5 pages)
3. Experiences of relevant work (1 page) with evidence/links
4. Financial Proposal with detailed budget breakdown
5. TIN Certificate
6. Income Tax Return Certificate 2025-2026
7. National ID Card Copy

## 13. Consultant Selection Criteria

The consultant selection process will follow the Quality and Cost-Based Selection (QCBS) method.

### A. Technical and Financial Evaluation (70%)

Evaluation will be based on:

- Understanding of the assignment - 15%
- Relevant professional experience - 15%
- Methodology and technical approach - 10%
- Previous similar assignments - 10%
- Financial competitiveness and cost effectiveness - 20%

### B. Oral Presentation and Interview (30%)

Shortlisted consultants may be invited for a presentation and interview based on:

- Consistency of understanding- 5 %
- Methodology, implementation approach, workplan, and timeliness- 10%
- Credibility, innovation, and answering questions -10%
- Cost and benefits- 5%

#### 14. How to Apply

Interested consultants should submit their proposals electronically to:

**procurement@manusher.org**

**Please mention the subject line as:**

### **Hiring individual consultant(s) for feminist advocacy planning**

#### 15. Confidentiality

The consultant shall maintain strict confidentiality regarding all project-related information, documents, and findings obtained during the assignment. No information may be shared with third parties without prior written approval from Manusher Jonno Foundation.

#### 16. Safeguarding and Protection Policy

The consultant must comply with Manusher Jonno Foundation's safeguarding and child protection policies. Any violation of safeguarding principles may result in immediate termination of the contract and further organizational action.



#### 17. Disclaimer

Manusher Jonno Foundation reserves the right to accept or reject any proposal without assigning any reason.

#### 18. Contact for Clarification

**For programmatic issues:**

Sharmin Akter, Phone: 01715832654, Email: sharmin@manusher.org

Prepared By		Approved By	
Name	Sharmin Akter	Name	Mohuya Leya Falia
Signature		Signature	
Date	June 8, 2026	Date	June 8, 2026