

## Terms of Reference (ToR)

**Title:** Consultant to Develop the Strategy for Start Bangladesh Hub

**Duration:** 4-6 weeks

**Location:** Dhaka, Bangladesh (with hybrid engagement as required)

**Expected Start Date:** July 14, 2025

**Deadline for Application:** July 7, 2025

### 1. Background

The Start Bangladesh Hub is entering a significant new phase in its journey to lead systemic change in the country's humanitarian ecosystem. Evolving from the foundations laid by Start Fund Bangladesh, a pioneering pooled fund mechanism launched in 2017 to support rapid, anticipatory, and locally led emergency response, the Hub builds on years of experience addressing underfunded, small to medium scale crises and climate induced shocks. In alignment with the Start Network's global shift to a network of networks and its Hub Development Approach 2.0, the Hub marks a deliberate move beyond program implementation, toward shaping a more inclusive, locally led, and community driven humanitarian system.

As part of this transition, the Hub is coming together to develop a well-defined Strategy that will clarify its identity, long term purpose, and direction. This Strategy will bring together the full Start ecosystem in Bangladesh, including Start Fund, Start Ready, member organisations, and the Hub Secretariat, under a single coherent vision. At its core, it will reflect a shared commitment to shifting power to local actors, strengthening national leadership, and ensuring that humanitarian efforts are shaped by and accountable to the communities they serve.

This Strategy will not be a static document. It will be a practical guide, built through reflection, collaboration, and shared learning. It will help the Hub align its efforts, make informed decisions, and stay grounded in its values as it grows. Most importantly, it will support the Hub's role as a platform for collective leadership and long term change, positioning it to influence how the humanitarian system functions in Bangladesh and ensuring that it works better for the people it is meant to serve.

### 2. Purpose of the Assignment

The purpose of this assignment is to develop a comprehensive Strategy for the Start Bangladesh Hub that sets out its long-term vision, mission, core objectives, value proposition, and change agenda. The Strategy should clearly define the Hub's role within both the national and global humanitarian systems, while being firmly grounded in the local context and aligned with the Start Network's hub model and impact framework.

The strategy must consolidate diverse aspirations across the network into a coherent shared vision, reflecting the interconnected priorities of Start Fund, Start Ready, the Hub and its Members.

### 3. Scope of Work

The consultant will lead a participatory process to:

#### a. Understand the Hub Model & Context

- Review the Start Bangladesh Hub Concept Note, Hub Development Approach 2.0, Hub Impact Framework, and related Start Network documentation.



- Conduct a systemic mapping of the Bangladesh 'Start Network' ecosystem identifying interdependencies, roles, and flows between Start Fund, Start Ready, member organizations, communities, and the Hub Secretariat to inform strategic alignment and shared priorities.

#### **b. Engage and Align with Stakeholders**

- Consult with existing hub members, the Executive Committee, Start Network representatives, and key stakeholders (e.g., donors, communities, government, private sector).
- Inclusion of Start Fund Bangladesh and Start Ready country actors to harmonize the strategy with existing financing mechanisms
- Facilitate structured dialogues to define and validate the vision, values, principles, and strategic positioning of the hub.
- Conduct KIs and FGDs with:
  - Start Bangladesh Team
  - Start Network program teams supporting Bangladesh
  - Start Network's Network Development Team
  - Start Bangladesh Hub members
- Synthesize insights to inform the workshop design
- Prepare a participatory facilitation plan (tools, session structure, outcomes)

#### **c. Develop the Hub Strategy Document**

- The Strategy should identify strategic pathways to shift power, resources, and decision-making closer to crisis-affected communities grounded in systems change principles (adaptability, distributed leadership, feedback loops) and should include: Vision: The long-term change the hub aspires to achieve
- Mission: The core purpose of the hub in the humanitarian ecosystem
- Guiding Principles & Values: Grounded in localization, equity, innovation, and community voice
- Context & Ecosystem Analysis: Key trends, power dynamics, and actors in Bangladesh's humanitarian system
- Stakeholder Map: Key roles and interconnections across Start Fund, Start Ready, Hub members, and communities
- Core Objectives / Pillars of Change: High-level focus areas or pathways to system transformation
- Strategic Positioning: The hub's niche in Bangladesh's humanitarian ecosystem and global Start Network
- Value Proposition: What makes the hub distinct and necessary
- Theory of Change (ToC): High-level causal pathways from action to system-level change



- Monitoring, Learning & Adaptation: A simple mechanism for tracking progress, learning, and adapting over time
- Accountability Framework: How the hub will remain responsive to crisis-affected communities
- **Risks and Enablers** – Factors that may accelerate or impede systems change

Alignment with Hub Development Journey: **(d. Co-creation workshop Facilitation (During Assignment Period))**

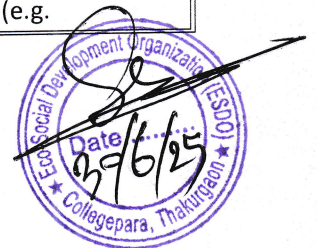
- As an integral part of the assignment, the consultant will design and lead a two-day in-person co-creation workshop (30-40 participants), ensuring representation from across the Start Bangladesh ecosystem—including Start Fund, Start Ready, and the Hub diverse member organizations. Align stakeholders on the purpose, identity, and priorities of the Hub
- Define the Hub’s value proposition, long-term vision and contribution to systemic change
- Ensure the strategy is a living, context-driven document with shared ownership
- Maintain a collective and co-creation approach throughout, reinforcing inclusion and shared ownership
- Use participatory tools to co-develop:
  - Vision, identity, and strategic direction of the Hub
  - Value proposition and comparative advantage
  - Theory of change and change pathways
  - Ecosystem mapping and strategic partnerships
- Pre-workshop preparation will include a short reading pack summarizing key consultations and findings to ensure shared understanding among participants.
- Outputs will be captured in a structured format and directly inform the strategy document.

**e. Validation and Finalization**

- Present the draft strategy to a representative group of stakeholders for validation (including Fund and Ready focal points, Hub leaders, and other key representatives).
- Incorporate feedback to finalize the Strategy document, ensuring clarity, ownership, and strategic coherence.
- Submit a final version accompanied by an executive summary and visual elements.
- Propose light-touch follow-up and feedback mechanisms to ensure the strategy remains relevant and evolves over time.

**4. Deliverables**

Deliverable	Description
Inception Report	A brief report outlining the consultant’s work plan, approach to stakeholder engagement, and initial reflections from key document reviews (e.g.



Deliverable	Description
	background documents (concept note/ workshops notes), Hub Development Approach 2.0, ecosystem trends).
Stakeholder Consultation Summary	A synthesis of key insights from interviews, focus group discussions, and dialogues with stakeholders across the Hub members, Start Bangladesh ecosystem, including Fund, Ready, and Start Network.
Draft Strategy	A full draft outlining the Hub's vision, mission, guiding principles, core objectives, theory of change, value proposition, and strategic positioning grounded in the Bangladesh context.
Co-Creation Workshop Outputs	Documentation of workshop design, participation, and outputs, including exercises on visioning, ToC, power dynamics, and ecosystem mapping. These will directly inform the strategy content.
Final Strategy Document	A finalized, context-driven strategy that consolidates stakeholder inputs and includes an executive summary, visuals (e.g., ecosystem map, theory of change diagram), and practical framing for implementation.
Slide Deck	A concise presentation summarizing the strategy for use with members, donors, and other key partners, highlighting the Hub's identity, change agenda, and strategic pathways.

## 5. Duration and Timeline

The assignment is expected to take approximately **15–20 working days** over **4–6 weeks**, beginning **July 14, 2025**.

## 6. Coordination and Reporting

The consultant will work under the guidance of the **Start Bangladesh Hub Secretariat**, with strategic oversight from the Executive Committee Chair, and technical input from the **SFB Country Manager**. Coordination will ensure alignment across the Hub, Start Fund, Start Ready, and other strategic partners to support a coherent and inclusive strategy development process

## 7. Required Profile of the Consultant

- Proven experience in strategy development, organizational change, or applying systems thinking within humanitarian or development contexts
- Strong understanding of localization, civil society networks, and the humanitarian landscape in Bangladesh
- Familiarity with the Start Network model or similar networked, hub-based, or collective governance approaches is an added advantage



- Demonstrated ability to facilitate inclusive, participatory processes and synthesize diverse inputs into coherent strategic outputs
- Excellent communication and writing skills in English, with Bangla proficiency considered an asset for deeper engagement

## 8. Application Process

Interested consultants or firms should submit:

- **Technical Proposal (maximum 3 pages):** Outline your proposed approach, methodology, and tools for delivering the assignment, including how you will ensure participation, systems thinking, and alignment with Start Network's Hub model.
- Financial Proposal (all-inclusive); Provide a detailed, all-inclusive budget covering consultancy fees, travel, workshop facilitation, and any other relevant costs
- Updated CV or organizational profile: Include a current CV (for individual consultants) or organizational profile (for firms), highlighting relevant experience in strategy development, facilitation, and systems change.
- Sample of Previous Work: Share at least one example of a relevant strategy or systems-focused assignment you have led or contributed to—preferably within the humanitarian, development, or networked systems context.
- Names and contact details of two referees

Submit your application by **July 7, 2025** to Convener, Central Procurement Committee, Eco-Social Development Organization (ESDO), House: 748, Road-08, Adabor, Dhaka-1207 or Email to [[procurement@esdo.net.bd](mailto:procurement@esdo.net.bd)] with the subject: *Consultant – Start Bangladesh Hub Strategy Development.*

