



**Terms of Reference (ToR)
For
Strategic plan development for WROs**

Organization Background

Manusher Jonno Foundation (MJF) a non-government and non-profit organization works with local organizations to improve the well-being of poor and marginalized communities, through increasing their voices, capacities, realization of their fundamental rights and demand- driven institutional responsiveness. It is one of the largest national non-governmental organizations in Bangladesh providing grants and capacity building support for human rights and good governance. Gender Equality (GE) and empowerment of women and girls is at the core of MJF's work in different level (organization, partnership and State) through strengthening of Women's Right Organizations (WROs), advancement of women leadership and policy advocacy for gender sensitive law and policy.

Program Background

Women's Voice and Leadership- Bangladesh (WVLB) Project is a part of global initiative of Global Affairs Canada (GAC) to support Canada's new Feminist International Assistance Policy. Globally, this program has been launched to respond to the needs of local Women's Right Organizations (WROs) working to advance the empowerment of women and girls, promote gender equality, and protect the human rights of women and girls.

Ultimate outcome:

Increased enjoyment of human rights by women and girls and the advancement of gender equality in Bangladesh

Intermediate Outcome:

- Improved management, programming and sustainability of local women's rights organizations in Bangladesh, particularly those representing vulnerable and marginalized women and girls.
- Enhanced delivery of quality services and advocacy by local women's rights organizations to advance gender equality in Bangladesh.
- Increased effectiveness of national and sub-national women's rights platforms, networks and alliances to affect policy, legal and social change in Bangladesh

Immediate Outcome:

- Improved skills and knowledge of local WROs on financial and organizational management.
- Strengthened skills and knowledge of WROs to advocate for gender equality and women's /girl's rights and to deliver services.
- Increased ability of WROs to collaborate and network at sub-national, national, regional, and international levels.

Rational

"Women's Voice and Leadership - Bangladesh" project is working through partnership with 17 (seventeen) WROs that varies in structure and size of organization, its skill, issues coverage etc. WROs are mostly managed and led by community, not as standard NGO type; for example: transgender's organization, sex workers' organization, disabled women organization etc. WROs are currently dealing with vulnerable and marginalized

women, transgender such as rural women, single women, survivors of sexual and gender-based violence (SGBV), migrant workers, *Dalit* women and girls, commercial sex workers, women and girls with disabilities, and transgender women etc.

WROs are currently dealing with vulnerable and marginalized women, transgender such as rural women, single women, survivors of sexual and gender-based violence (SGBV), migrant workers, *Dalit* women and girls, commercial sex workers, women and girls with disabilities, and transgender women etc. These grassroots level WROs (CBOs/ NGOs) have small /limited knowledge on importance of strategic plan (SP) and applied knowledge on strategic direction to grow their own organization.

WROs under this project are generally nascent and many of them are not well-structured. These grassroots level WROs have understanding gap in organization management, sustainability (in-terms of programmatic growth, efficient program implementation, scaling up learning and financial), and strategic direction etc.

Hence, MJF planned to support 17 WROs to develop their own strategic plan, to understand the importance of organization growth and how to move ahead based on their organization mandates being women rights' organization.

Objectives of this assignment

“Women’s Voice and Leadership – Bangladesh (WVLB)” project aims to engage group of consultants for Women’s Rights Organizations (WROs) to conduct strategic planning workshops for each of them to develop comprehensive strategic plan, detailed action plan (short, medium, and long term) , roadmap to execution of plan, resource mapping and required resources. Through this process WROs’ capacity and skill to be improved on organizational management, programming and sustainability.

Scope of Work

- Project documents review
- WROs documents review
- Conduct three (03) days’ workshop with each of 17 WROs
- Develop draft strategic plan or revise the existing one incorporating the feedback/ suggestions of the WROs’ board members, staff and stakeholders.
- Submission of draft strategic plan for WROs feedback
- Sharing the draft strategic plan for MJF feedback
- Incorporate feedback and finalization
- Apply Participatory Approach (PA), tools and techniques in workshop conduction, session plan, exercise, participants’ feedback.
- Consult/s will submit detailed strategic paper for each WRO.
- MJF will hold the rights to assign 3-4 consultants/firms who will work with more than one (01) WROs individually.

Deliverables of the assignment

- One (01) comprehensive strategic paper includes detailed plan (Bengali and English), road map to execution, responsible person/s, resource map and required resource for each.
- Conduct three (03) days workshop at their locality with 20-25 participants from different level of their organization (CBOs/ NGOs).
- Provide both soft and hard copy of strategic plan to WROs.

Time frame & process

Selected consultants/ firms will submit a work plan with key milestones within 1 week of signing the contract; this work plan will be reviewed and approved by MJF. It is anticipated that the final strategic plan will be

produced within 45 calendar days of signing of the contract. While the draft strategic plan is produced, it will be shared with WROs and MJF prior to finalization. During the whole period of the assignment, several follow up meetings will be held between the contracted consultants/ consulting firm, WROs and MJF based on need. Workshop will be conducted subsequent to strategic plan development considering the situation and convenience of WROs.

Proposal Submission (program & financial)

Interested consultant/ consulting firm will submit technical proposal along with financial proposal. The consultant/ consulting firm will prove its skill, expertise and prior experience of the firm/ individual consultant on similar assignment. The budget will include consultancy fees, preparation and making copy of strategic plan (Bengali and English), transport cost of consulting firm/ consultant including VAT and tax will be deducted at source as per Government rule of Bangladesh. Technical proposal includes

- Understanding the ToR,
- Thematic content including appropriate steps/ process, methodology /approaches (participatory)
- Best strategies and tools fit for these small and basic organizations,
- Will describe role of team/individual consultant,
- Relevant work experiences with other organizations with reference/evidence
- Provide required expertise of consultant/s to work with specific CBOs (like sex workers' organization, transwomen organization, returnee women migrant workers', disabled women organization, Dalit women organization etc.),
- Estimated budget with breakdown (p/WRO).
- Require timelines for this assignment (p/WRO)

Required skill and expertise of consultant / proposed team of consulting firm

Interested consultant/ consulting firm is expected to have the following competencies and experience:

- Conceptual understanding on developing strategic plan for community based organizations (CBOs) & NGOs.
- Practical experience on strategic plan development relevant to application of feminist approach.
- Proven experience and understanding on Participatory Approach (PA) in strategic plan design/ development and workshop conduction by using participatory learning and action in different contexts, and motivating participants to engage in content.
- Professional experience on gender equality, women's empowerment and human rights in the context of gender equality and women empowerment.
- She/ he or consulting firm have submit relevant CV to MJF.

Payment and financial modality

The payment will be done including TAX and VAT deduct and through account payee cheque in 3 installments as mentioned below.

- 30% of the total agreed amount will be paid after submission of detailed work plan, schedule and concept note on workshop conductions after signing of the contract.
- 30% of the total agreed amount will be paid within one week after conduction of the workshop and submission of the draft report.
- 40% of the total agreed amount will be paid within one week of submission of the final strategic plan.
- She/ he or consulting firm must have a bank account.
- If an organization is contracted, a valid TIN and Vat registration document is required. If an individual is contracted, a valid TIN is required. In this case Tax and VAT will be deducted from consultant's fees or at source while payment will be made by MJF as per the rules and regulations of Government of Bangladesh.

Application procedure & contact

Interested participants are invited to submit their Expression of Interest (Eoi) along with a cover letter to include a brief overview about which of your previous experiences makes you the most suitable applicant for this assignment, technical and financial proposal and CVs on or before **12 December' 2021**, send soft copy in PDF format through email to subarna@manusher.org mentioning the subject as 'Eoi of Strategic plan development for WROs under WVJ Bangladesh.

Required documents

- Eoi (technical & financial proposal) & CV
- Forwarding/ Cover letter
- Registration certificate of consulting firm from any Government authorities
- Vat registration certificate
- TIN certificate

Female Consultant who has previous working experience on "Strategic Plan development in application of feminist approach" are highly encouraged to apply

General terms and condition

Either party can terminate this agreement with a written notice within 15 (fifteen) days from the date of signing this agreement. MJF reserves the right to unilaterally terminate the contract if:

1. The Consultant/ firm cannot fulfil any clause of Terms of Reference.
2. The Consultant/ firm cannot submit their deliverables within the specified time.
3. Any document, information or data entrusted to or produced by the Consultant/ firm in connection with this assignment shall be strictly confidential and cannot be used by the consultant/ firm for any other purpose without the written consent of MJF authority. This provision shall remain valid even after the completion of this assignment.
4. All documents prepared during the assignment will be treated as MJF property.
5. In case of any change made in the Scope of Work by MJF because of an increase or decrease in required cost or time, or any part of the work under the contract, equitable adjustment in the contract price, delivery schedule, or both will be amended in written.
6. WROs will bear all cost related to venue, accommodation, multimedia, laptop and food arrangement for the participants of three (03) days' workshop.
7. MJF may negotiate budget with the finally selected consultant/consulting firm considering the scope of work finally agreed with.

Discloser of information

It is understood and agreed that the consultant(s) shall, during and after the effective period of the agreement, treat as confidential and not disclose, unless authorized in writing by Manusher Jonno Foundation, any information obtained in the assignment of the performance of the agreement. Information will be made available for the consultants on a need-to-know basis.

Safeguarding / Protection Policy:

The individual consultant/ team/ firm shall comply with the MJF's Policy on safeguarding and child Protection policy. Any violation/ deviation in complying with MJF's Policy on Child Protection and vulnerable adults will not only result-in termination of the agreement but also MJF will initiate appropriate action in order to make good the damages/ losses caused due to noncompliance of MJF's safeguarding policy.