



TERMS OF REFERENCE (TOR)

Feasibility Assessment of “Community Led Online Marketplace” and “Green Business Hubs” in Selected Coastal Zones of Bangladesh

1. Background

Bangladesh, the world's largest delta, is frequently cited as one of the most vulnerable nations due to the impacts of climate variability and change. According to the global climate risk index Bangladesh ranks 7th among all countries on the vulnerability list due to climate change. The coastal areas of Bangladesh are recognized as the most vulnerable zone, which faces frequent climate change induced hazards and disasters. Despite being the lowest contributor to global total GHG emissions, the coastal communities are the worst impacted by their exposure to vulnerabilities. Oxfam believes this is utter injustice that triggers inequalities and multiple environmental, social, and economic vulnerabilities, especially for the poor and marginal communities. Oxfam strives to fight this injustice and inequity to uphold **Climate Justice** for the people and the landscape.

Oxfam is working to ensure that pathways to resilient development are people-centered, inclusive, environmentally responsible, and climate smart and for which Oxfam initiated a project called **"Blue Economy and Inclusive Development for Climate Justice (BID4CJ)"**. The primary objective of the BID4CJ project is to equip communities with the capacity, power, and evidence for influence to negotiate with the duty bearers and the private sector to harness their fair share of sustainable economic growth in coastal areas. The project aims to promote green businesses (e.g., businesses that sustainably use low energy and natural resources and cut GHG emissions) that directly contribute to community livelihoods – without increasing vulnerability to climate change or environmental pollution. The project also focuses on mobilizing communities to manage and restore critical coastal and marine ecosystems that provide livelihoods and protection from climatic disasters and associated vulnerabilities. Oxfam sees women, and feminist movements, as central to this.

2. Project Summary

The Blue Economy and Inclusive Development for Climate Justice (BID4CJ) project (January 2022 June 2027) aims to empower coastal communities to nurture healthy ecosystems and a climate just economy in southwest and southeast Bangladesh through feminist climate movements, ecosystem restoration, and ethical business development.

Overall Objective: The vision of the BID4CJ Project is for coastal communities of Bangladesh to have an equal share of the benefits of healthy ecosystems and a climate just economy. To realize this vision, the project aims to build a feminist climate movement that reclaims the rights of women, men, and other marginalized groups over climate finance and invests in a gender and climate just economy. It will do this by restoring coastal ecosystems and promoting an inclusive blue economy and green businesses that contribute to sustainable development and withstand climate change.

Outcome 1 (Feminist Climate Movement Building): Coastal communities, especially women and marginalized people have increased power over decisions that affect their lives and livelihoods and practice stewardship on ecosystem management and economic development.

Outcome 2 (Ecosystem Restoration): Revitalized ecosystems equitably benefit the most marginalized people in the community. Aiming to raise the collective economic value of ecosystem goods and services created for the community (i.e., carbon sequestered, nontimber forest products, fish stock, etc.) and limit climate risks



through ecosystem-based disaster risk reduction, targeting potential losses avoided equivalent to 1.5 million AUD.

Outcome 3 (*Resilient Livelihood and Private Sector Engagement*): Coastal communities and businesses, especially women owned or women led businesses, benefit from climate and gender just economic development.

Project Locations:

- **Satkhira District:** Shyamnagar and Assasuni Upazila
- **Khulna District:** Koyra Upazila
- **Cox's Bazar District:** Chakaria and Moheshkhali Upazila

3. Purpose of the Feasibility Assessment

As part of the BID4CJ project, Oxfam and its partners are working closely with coastal community-based entrepreneurs with a strong dedication to produce environment-friendly (green) products, and to further strengthen their capacities and establish an effective market linkage. This initiative supports the promotion of ecofriendly product lines and sustainable business practices within the communities.

BID4CJ's key action includes setting up pilot-based community led business hubs in three priority upazilas: Chakaria, Moheshkhali, and Shyamnagar. These hubs will serve as the marketplace for community-produced green products, while also providing a platform for enterprise development, following their vision to ensure the sustainability of their businesses in a form of community-driven business platform. To ensure expansion and sustainability of the hubs, the feasibility assessment will examine the potentiality of the green business hubs and online marketplace.

Objective of the Feasibility Assessment of Community Led Online Marketplace and Green Business Hubs in Selected Coastal Zones of Bangladesh

This feasibility assessment will assess: (a) the rationale and practicality of the proposed plan of business hub and online marketplace for green enterprises, to determine whether the venture is likely to succeed. (b) In addition, the assessment will provide the framework of operationalization of both physical and online marketplace that can sustainably promote green business practices. (3) Offer impact monitoring and management tools that the project can apply to evaluate the growth and expansion opportunities of the proposed framework. The primary objectives are as follows:

- **Market Assessment with Supporting Documents for Green Business Practices**

Conduct a comprehensive analysis of the current market for green business practices that are promoted under the BID4CJ project, (will be shared in supporting documents), encompassing both supply and demand dimensions. This includes examining existing and potential local and national markets for ecofriendly products to identify critical trends, consumer needs, and market gaps.

- **Viability Assessment of the Green Business Hubs**

Assess the overall viability of these hubs from an economic, environmental, and social perspective. This analysis will consider potential risks, operational challenges, anticipated benefits, and sustainability factors to determine the feasibility of establishing these community led hubs.



- **Comparative Assessment of Existing Models**

Perform a comparative assessment of various approaches and modalities used by existing green or community-based marketplaces at national and international levels. This will include a review of best practices, innovative models, and market leaders in similar industries to identify the most effective strategies and modalities for BID4CJ's green business hubs and online marketplace.

- **Business model Framework and Technical Design of Business Hubs**

The business model framework is for challenging start-ups that pinpoints on the unique value proposition and the target groups who are going to benefit from it. The team will propose a viable business model framework for the community led hubs and technical layouts for the physical hubs. This will include cost and revenue stream analysis and based on that an analysis of physical infrastructure requirements, sustainable design principles, spatial planning, and any other logistical considerations to support ecofriendly practices.

- **Operational, Management, and Sustainability Planning for BID4CJ-relevant Business Hubs**

Develop a comprehensive operational and management plan, specifically for BID4CJ, that includes sustainability measures for the green business hubs. This plan will cover governance structures, management roles and responsibilities, operational workflows, and long-term financial sustainability to ensure that the hubs function efficiently and remain financially viable, upon further discussion. The plan must also elaborate on potential risks and threats against the sustainability planning.

- **Identification of Opportunities and Potential Partnerships**

Identify collaboration opportunities with ecosystem stakeholders, potential investors, and other relevant partners (Govt systems, NGOs, INGOs, Duty bearers, Private Sector) who could support the establishment and operationalization of green business hubs and an online marketplace. This assessment will include a review of stakeholder interests and resources, which will be key in developing a model for sustainable partnerships.

- **Evaluation of a National and International Level Online Marketplace**

Conduct a detailed evaluation of the feasibility of establishing an online marketplace to support the distribution of green products on a various scale. This will include:

- A stakeholder analysis to identify key players and contributors from the establish local and international sphere.
- An operational management plan for online operations.
- A business model framework for the online marketplace similar to the physical hubs, to assess the financial viability, target clients, potential risks, investors and demand creation plan. Additionally, the reach of the initiative to customers, protentional entrepreneurs and businesses, and climate actors.

5. Scope of the Study

The scope of this study includes the following key areas:



- **Green Business Analysis:** Conduct an in-depth analysis of existing green businesses within the targeted coastal areas. This includes assessing their operational structures, strengths, weaknesses, and current market share to understand their positioning and potential growth areas.
- **Stakeholder Engagement and Needs Assessment:** Identify and engage key stakeholders, such as local communities, green businesses, government agencies, and NGOs, to gain insights into their needs, expectations, and potential areas for collaboration. This engagement will support tailored strategies that address stakeholder priorities and enhance community involvement.
- **Online Marketplace Feasibility Study:** Analyze the feasibility of establishing an online marketplace (including cost of establishment, maintenance, advertisement) of specifically tailored for green businesses. This analysis will cover market demand, competitive landscape, operational logistics, and technological requirements to ensure the marketplace is viable and scalable.
- **Conceptual Framework for Green Business Hubs:** Develop a comprehensive conceptual framework (e.g., a Business Model Framework) for the green business hubs and online marketplace. This framework will outline potential hub locations, services to be offered, and infrastructure requirements to support ecofriendly operations and community driven enterprise growth.
- **Sustainability Planning:** Create a robust sustainability plan addressing environmental, social, and economic factors. This plan will establish guidelines to support the long-term viability of the business hubs and ensure alignment with ecofriendly and socially responsible practices.
- **Risk Assessment and Mitigation:** Identify potential risks associated with the implementation of the project and propose effective mitigation strategies. This will include addressing economic, operational, and environmental risks to ensure smooth project execution and resilience.
- **Field Visits and Data Collection:** Conduct field visits to the targeted coastal areas to gather firsthand data on local green businesses, market conditions, and community dynamics. These visits will enable a nuanced understanding of local needs, operational challenges, and potential opportunities for green business hubs.
- **Methodology Development:** Develop a detailed methodology to guide the feasibility study, specifying research methods, data collection techniques, analytical approaches, and tools to be used. The methodology will ensure that data gathered is accurate, relevant, and comprehensive, leading to well-founded conclusions and recommendations.

4. Expected Deliverables:

The specific deliverables for this study are detailed in the following table.

Deliverable	Delivery Mode/Format/Length	Estimated calendar Days (Maximum)
Kick-off Meeting	Physical at Oxfam country Office	1 day
Inception Report with proposed Methodology, report structure, content, and timeline (draft version)	MS Word/pdf	15 days
kickoff workshop	Physical	1 day
Incorporation of feedback and finalization of the Inception report	MS Word/pdf	7 days



Draft Report	MS Word/pdf	45 days
Progress Sharing Meeting	Online	In every 15 days
Incorporation of feedback and finalization of the draft report	MS Word/pdf	30 days
Validation Workshop	Physical	1 day
Final Report submission with all the data, field visit reports, consultation report and others developed under this assignment	MS Word/pdf	15 days

5. Responsibilities of the Consultant/firm

- Engage with local stakeholders to understand their needs, expectations, and willingness to participate in the project.
- Coordinate stakeholder engagement during field visits and facilitate meetings, workshops, and interviews.
- Conduct field visits to target regions for firsthand data collection and validation.
- Design and implement a structured methodology for the assessment, covering research design and data collection.
- Organize and facilitate the kickoff workshop and a final validation workshop to present findings and gather feedback.
- Ensure the availability of all proposed team members throughout the assignment to maintain continuity and meet project objectives.
- Ensure ethical standards by following Oxfam's data privacy, informed consent, and community respect policies.
- Comply with Oxfam's Non-Staff Code of Conduct, Data Protection Policy, Anti-Money Laundering Policy, and all relevant local laws.
- Submit progress reports to Oxfam, including findings, challenges, and solutions, and provide a final comprehensive report with recommendations.

6. Responsibilities of Oxfam

- Provide overall project oversight to ensure alignment with BID4CJ goals and objectives.
- Supply the consultant with relevant background data, reports, and documentation to support a comprehensive understanding of the BID4CJ project.
- Review and provide feedback on the consultant's deliverables, ensuring they meet Oxfam's quality standards and align with project objectives.
- Participate in the kickoff and validation workshops organized by the consultant to ensure alignment and provide guidance.
- Ensure that all project activities, including the feasibility assessment, comply with Oxfam's policies, donor requirements, and ethical standards.
- Collaborate with the consultant to monitor and address any emerging risks that could impact the assessment's outcomes or timelines.
- Maintain open communication channels with the consultant to provide guidance, address issues, and ensure that project objectives are met.
- Payment to the service contractor as per agreement and submission of the documents
- Oxfam reserves the rights to take any necessary decision including rejecting the entire process and/or assignment.

7. Proposed Payment Schedule



Deliverable	Proposed % of Total Cost	Proposed Payment Timing
Completion of the Kick-off Workshop	5%	Upon completion of the workshop and submission of workshop report with evidence (attendance report), Photos and Key decision made.
Submission and Finalization of Inception Report	15%	Upon submission, incorporation of comments and approval of report confirmation by Oxfam.
Completion of the Validation Workshop	30%	Upon completion of the Validation Workshop and draft report submission.
Submission and Acceptance of Final Report	50%	Upon submission and approval of the final report submission with all data, field visit reports, consultation reports, and others developed under this assignment.

Notes:

- The total cost for the assignment is capped at BDT 25,00,000.00 (Twenty-Five Lacs BDT) (including VAT-Tax and all other Government of Bangladesh charges as per the Rules).
- Payments will be made upon successful completion and approval of each deliverable, ensuring quality and compliance with project requirements.

8. Application Procedure

Interested individual consultants/ consultancy firms need to submit the Expression of Interest (EOI) of a maximum of 5 pages detailing the technical and financial proposal. A proposed budget detailing the daily rate including other anticipated expenses (if required). Submit a cover letter briefly outlining general information about the consultant/firm, all legal documents limited to 2 pages or less on the implementation plan and budgetary break down as per the TOR.

In the financial proposal, please include total base amount (inclusive of Tax; please do **NOT** add Tax amount separately), 15% VAT on the total base amount and the grand total amount (base amount + 15% VAT).

Along with the technical and financial proposals, the following documents need to be submitted:

For Individual Consultant:

- A profile/CV of a maximum of 2 pages, highlighting related completed assignments with client names, contact persons, and contact numbers.
- One-paragraph short CVs for other team members involved in the assignment, highlighting related completed assignments and roles (if applicable).
- Proof of last two payments/ rates.
- Copies of NID, TIN, BIN, VAT Registration, Trade License, Work Permit, as applicable.

For Consultancy Firm:

- A firm profile of a maximum of 2 pages, highlighting relevant experience and adequate technical knowledge on developing models for business hubs and online marketplaces. Additionally, the profile needs to include the completed assignments with client names, contact persons, and contact numbers.
- The lead consultant's (who will lead the assignment) maximum 2-page CV, showcasing related assignments completed and specifying the role in each completed assignment.



- One-paragraph short CVs for other team members involved in the assignment, highlighting related completed assignments and roles.
- Proof of last two payments/ rates.
- Copies of the firm's certificate, TIN, BIN, VAT registration, and trade license and any other relevant documents.

The proposals must be sent in English and the submissions must reach Oxfam via email at Ban_Consultancy@oxfam.org.uk with the subject line “**Feasibility Assessment of Online Marketplace & GB Hubs.**”

9. Evaluation Criteria

Key Agenda	Evaluation Criteria	Weight Percentage
Relevant Experience	Team composition & Proven experience in conducting feasibility assessments, particularly for projects related to green business	10%
	Demonstrated experience working with community-based entrepreneurs, particularly in coastal areas	10%
	Background in developing green business plans with an understanding of marketplace and market linkage	10%
Implementation Plan and Methodology	Clear and practical plan for conducting the feasibility assessment	15%
	Alignment with project goals and objectives for community development	5%
	Methodology for conducting this assignment	20%
Budget and Cost	Detailed, realistic budget that includes daily rates and anticipated expenses	20%
Submission, Presentation and Compliance	Complete and professional submission, including all required documentation	5%
	Availability of work permit and ability to operate within Bangladesh	5%
Grand Total		100%

Standard Procedures in The Delivery of The Products

- Copyright of documents, photos and all raw materials belongs to Oxfam. The Consultant may not use, reproduce or otherwise disseminate or authorize others to use, reproduce or disseminate such works without prior consent from Oxfam.
- In case of late delivery of services and unsatisfactory performance on behalf of the consultant, Oxfam may refuse to accept delivery of all or part of the services and claim liquidated damages as per Oxfam's special terms and conditions.

Reservations and Confidentiality

Oxfam Bangladesh reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/output is incomplete, not delivered, or for failure to meet deadlines. The Consultant undertakes to maintain confidentiality on all information that is not the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.



RIGHT TO SELECT/ REJECT

Oxfam reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. Oxfam also reserves the right to reject any or all proposals received without explanation.

RESERVED RIGHTS

All applications and quotes become the property of Oxfam, and Oxfam reserves the right in its sole discretion to:

- Disqualify any offer based on applicant's failure to follow solicitation instructions.
- Waive any deviations by the applicant from the requirements of this terms of reference that, in Oxfam's opinion, are considered immaterial defects requiring rejection or disqualification; or where such a waiver will promote increased competition.
- Extend the time for submission of responses after notification to all applicants.
- Terminate or modify the process at any time and re-issue the request for quotation to whomever Oxfam deems appropriate.
- Issue an award based on the initial evaluation of offers without discussion.
- Award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.

CODE OF CONDUCT

Oxfam is committed to integrity in its operations and supply chains and ensuring high ethical standards. Complying with all laws and regulations and ensuring fair competition are fundamental to this commitment. We actively promote these principles and standards, and expect all Oxfam suppliers to demonstrate commitment towards them.

All consultants/applicant are required to agree and adhere to the [Oxfam Supplier Code of Conduct](#), whereas individuals (including consultants) must sign the [Oxfam Non Staff Code of Conduct](#)¹. These Codes of Conduct set out the specific standards and principles in the areas of human and labour rights, environmental impact and anti-corruption that suppliers must follow.

Oxfam has the following requirements of its service providers, to ensure integrity in its supply chain:

Bribery and Collusion

Oxfam does not tolerate fraud, including bribery or kickbacks, collusion among bidders, bribery or kickbacks. Any firm or individual violating these standards will be disqualified from this procurement and barred from future procurement opportunities.

Employees and representatives of Oxfam are strictly prohibited from asking for or accepting any money, fee, commission, credit, gift, gratuity, object of value or compensation from current or potential vendors or suppliers in exchange or as a reward for business.

False Statements

Bidders must provide full, accurate and complete information as required by this solicitation and Annexes. False statements in bids constitutes grounds for immediate termination of any agreement with the supplier. OXFAM takes misstatements, falsification, manipulation, alteration of facts and/or documents very seriously, has a zero-tolerance policy to such behaviours, and may choose to take legal action in a case of misrepresented disclosures by

Conflict of Interest

Bidders must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award. Failure to provide full and open disclosure may result in Oxfam having to re-evaluate the selection of a potential bidder.

¹ Non-Staff Code of Conduct applies for any self-employed individuals or contracted employees of suppliers who are working on Oxfam sites, or who have access to Oxfam materials, or who may represent Oxfam in any manner but are not part of Oxfam's legal entity)



Diversion of Funds

Oxfam is determined that all its funds and resources should only be used to further its mission and shall not be subject to illicit use by any third party nor used or abused for any illicit purpose. Suppliers (and their affiliates/group companies, employees, officers, owners, agents and sub-contractors) may be subject to formal screening against global lists of individuals subject to designation or proscription under financial sanctions or counter terrorism regulations.

MONITORING

Due Diligence: As a charitable organisation, Oxfam must take care to protect its assets and funds. One of the steps that Oxfam takes to comply with this legal duty is to conduct adequate and proportionate due diligence on suppliers prior to entering into a contract. This includes checking legal registration and financial solvency but may also include other checks.

Important Note: Oxfam performs a regular screening check of all suppliers against international sanctions lists.


Audit: Any audit requirements are detailed in the terms and conditions of business.

Data Protection: Oxfam is legally bound to ensure that all personal details held by the organisation relating to any individual or entity are kept secure and according to international data protection standards.

MISCONDUCT REPORTING AND WHISTLEBLOWING

Oxfam's reporting and whistleblowing mechanisms are available for Suppliers as well Oxfam employees, to ensure that Oxfam continues to operate under the highest ethical standards and principles.

You can use these reporting channels confidentially, anonymously, and in your own language to report any concerns involving fraud, corruption, waste, abuse or safeguarding concerns.

Speak up – Oxfam GB	
Email:	SpeakUp@oxfam.org.uk
Online: 	Oxfam Misconduct Reporting Webform (including possibility for anonymous reporting) https://oxfam.clue-webforms.co.uk/webform/misconduct/
Phone: 	Global Phone Number: +44 1249 661808

