



TERMS OF REFERENCE

BUILDING OXFAM'S FOOTPRINT IN BANGLADESH ENTREPRENEUR ECOSYSTEM

Background

The Entrepreneur Development Programme is a new initiative of OXFAM in Bangladesh under the Economic Inclusion and Justice (EIJ) portfolio which will work solely with startups and entrepreneurs. This initiative is carried under EIJ portfolio hence this initiative is also based on the change goal of providing access to dignified employment to poor, marginalized, and vulnerable occupational groups, women, youth, and entrepreneurs, as well as increasing their market power and gaining a fair part of economic development. EIJ portfolio strongly abides by four transformative strategies: (a) Organizing formal and informal workers and strengthening their collective capacity and power; (b) Increasing professional and life skills of women and youth from socially excluded groups and climate vulnerable areas, enhancing their employability, and establishing them as entrepreneurs; (c) Incubating small entrepreneurs and start-ups, providing value chain and business development support that benefit women, youth, socially excluded groups and climate vulnerable communities; (d) Building strong coordination between various platforms represented by different groups and establishing synergistic processes for positive policy change.

However, OXFAM in Bangladesh is well positioned to effect qualitative change through its on-the-ground and policy engagements, given its long history of working on economic justice problems. While private sector engagement will be critical, meaningful collaborations with various actors such as the government, knowledge institutions, civil society action networks, global research, and campaigns will aid in the development of an environment conducive to positive action in the areas of justice and inclusion.

Context of the Assignment

In accordance with the transformative strategies, Economic Inclusion and Justice portfolio currently runs programmes named Enterprise Development Programme (EDP), Resilience through Economic Empowerment, Climate Adaptation, Leadership and Learning (REECALL), Empower Youth for Work (EYW) and Enhancing the Participation of Community-based Organizations (CBOs) and Civil Society Organizations (CSOs) in Democratic Governance in Bangladesh (EU-CSO) where they strongly focus on issues of economic participation, access to decent work, employability, pro-poor value chain to have power in the market and entrepreneur development for economic growth and sustainable livelihood. The programmes under EIJ portfolio, especially REECALL, already support micro entrepreneurs through Community Based Organizations (CBO's) network in several locations in Bangladesh. Through this initiative Oxfam in Bangladesh is planning to increase footprint in the entrepreneur ecosystem through building capacity, ensuring access to investments, relevant networks, market actors with potential entrepreneurs within REECALL's CBO network as well as entrepreneurs willing to work with CBO networks by engaging CBO members as customers. Through this initiative Oxfam in Bangladesh



will also facilitate to increase reach and impact of entrepreneur platforms across industry to bring relevant stakeholders for networking and investment support.

Objective of the Assignment

- I. Selection of potential entrepreneurs who are willing to work with REECALL CBO networks by engaging CBO members as customers and selection of entrepreneurs from CBO Network with scalable capacity
- II. Capacity development and networking of Entrepreneurs to ensure investment readiness
- III. Increase awareness and communication among potential stakeholders to showcase entrepreneur potential and scalability as well as increase Oxfam's footprint in entrepreneur ecosystem locally and globally

Scope of Work and Deliverables:

The Consultant/ consulting firm will report to the Head of Economic Inclusion & Justice (EIJ) and work closely with the EIJ team, and relevant partners (local NGO's). The consultant/ consulting firm will be responsible to work with partners and provide technical assistance for effective implementation of the project. The consultant/ consulting firm will also be responsible to coordinate with on-ground EIJ team.

The Consultant will be responsible to carry out the following activities with specific deliverables:

Activities	Output and Deliverables	Payment Schedule
<p>A. Discussion with Oxfam, Oxfam Partners and CBO Networks to create an Inception Report and Execute Entrepreneur Selection Mapping with proper context analysis.</p> <p>1. The inception report will include:</p> <ol style="list-style-type: none"> a. Detailed work plan & timeline. b. Data collection method. c. A preliminary list of key documents to be reviewed. d. List of relevant stakeholders e. Prepare separate format/template reflecting eligibility of entrepreneurs f. Impact Assessment Matrix <p>2. Criteria of Context analysis for the mapping includes:</p> <ol style="list-style-type: none"> a. Assessment of CBO Networks to select entrepreneurs within the network b. Assessment of entrepreneurs who are willing to work with REECALL CBO networks by engaging CBO members as customers c. Educational Qualification 	<ul style="list-style-type: none"> • Inception Report • Entrepreneur Selection Mapping Report 	<p>30% payment will be settled upon submission of the deliverables mentioned by - January 2022</p>

<ul style="list-style-type: none"> d. Business Scalability to get new fund for Impact Investment/Bankable Business e. Entrepreneurship Mindset f. Geography Focus (REECALL project areas) g. Gender Group Focus h. Impact Group Focus i. Sector Focus (Linking with SDG Goals, Green Business, etc) <p>3. Secondary Research - Information Sourcing from Entrepreneur Banks & necessary assessments to engage with CBO Networks</p>		
<p>B. Field Visit, Focus Group Discussions with CBO Networks and potential entrepreneurs' selection and seed funding</p> <ul style="list-style-type: none"> 1. Mentoring and grooming sessions for investment readiness and business scalability 2. Support in Business Model Financial, Operational, Marketing, Management, Organizational & Legal structure development 3. Seed Funding for selected entrepreneurs from CBO Network ranging from BDT 100,000 – 150,000 	<ul style="list-style-type: none"> • Potential Entrepreneur List of at least (3-5) from existing REECALL CBO Network. • Potential Entrepreneur List of at least (5-7) who are willing to work with CBO Networks • Post- Field Visit Feedback Report consisting an evaluation based on preliminary findings from field visits and focus group discussions. • Fund Disbursement List to entrepreneurs • Action plan to monitor and scale the supported entrepreneurs 	<p>30% payment will be settled upon submission of the deliverables mentioned by Mid-February 2022</p>
<p>C. Market Linkage, Marketing and Final Report with Impact Assessment</p> <ul style="list-style-type: none"> 1. Market Linkage & Capacity Development Support <ul style="list-style-type: none"> a. Peer Networking and connecting entrepreneurs with potential market actors for business scalability b. Peer Networking Sessions c. Access to New fund for Scaling up 2. Marketing and communication on selected entrepreneurs through entrepreneur platforms and other potential networking platforms for better reach and impact 3. Final report with Impact Assessment and Investment Strategy for selected entrepreneurs in 2022 (Minimum BDT 500,000 and Maximum BDT 2,000,000) 	<ul style="list-style-type: none"> • Reports on potential linkage with peers for finance, supply and signing documents of agreement if any • Short Videos (5) • Case Stories (2/3) • Publication (Story Book) (1) • Digital Marketing • Final Report <ul style="list-style-type: none"> ▪ An impact assessment report on the possible increase in social impacts. ▪ Highlight future investment potentials with similar practices • Sustainability Plan & Exit strategy 	<p>Rest 40% payment will be settled upon submission of the deliverables mentioned by End of March 2022</p>



4. Outcome Dissemination Workshop	<ul style="list-style-type: none">▪ Goals & Best Practices▪ Practical/ replicable solutions• Exit strategy for entrepreneurs• Outcome Dissemination Report	
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Timeline

The consultant/ consulting firm should include a timetable of activities (Technical Section) with date. The consultant is expected to begin the assignment immediately after agreement signing and complete the assignment within March 2022.

1. Key qualification and experience of consultant/ consulting firm

- 5 years or more experience in similar role of consultancy, evaluation, and implementation of projects in private sector or in development sector aimed at economic and rural advancement. (Highest 15 points)
- 10 years' experience in evaluation of at least 5 programmes (specifics should be provided in CV) (Highest 15 points)
- Experience in conducting at least 10 case studies, mid-term and/or final evaluations (highest 10 points)
- Experience of the consultant/ consulting firm in market research, business strategic planning, structuring investment, program design and evaluation (Highest 5 points)
- Minimum 3 years work experience in donor/IDA funded/development projects. (Highest 15 points)
- High level of proficiency in written and spoken English
- Knowledge of evaluation methodologies and high-quality report writing skills (Highest 10 points, including previous point)
- The consultant/ consulting firm should be able to demonstrate enough supports required for delivering the assignment on time with due quality

Reporting and Supervision arrangements

The consultant/ consulting firm will report to Head of Economic Inclusion & Justice (EIJ). Moreover, EIJ team from Oxfam in Bangladesh will be supervising the assignment. He will provide all necessary documents and follow up the progress as per timeline related to the assignment. However, Oxfam team will provide comments and feedback on overall process following the objectives. Both parties could be asked to interact for the sake of the assignment. The consultant/ consulting firm will be responsible for developing all relevant materials as per deliverables, share with Oxfam and finalize in consultation with Oxfam.



Application Procedure & Documentation Required

Interested consultant or firm must submit technical and financial proposal based on the terms of reference above clearly marked "Consultant for Building Oxfam's Footprint in Bangladesh Entrepreneur Ecosystem". The package should include:

- 1) Expression of Interest and Availability
- 2) Individual CV/ profile of the firm indicating all experience from similar projects, as well as the contact details (email and telephone number) of the candidate/ team members and at least three (3) professional references.
- 3) Technical proposal with clear timeline, including a) a brief description of why the consultant/consulting firm considers themselves as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment.
- 4) Financial proposal (in separate file) clearly distinguishing between fees and reimbursable costs (inclusive of all applicable taxes). The financial proposal must include detailed budget lines with defined units, unit numbers, unit rates and sub-totals for each budget lines and any remarks required to clarify the basis of calculation. Travel and other costs should be included in the proposal.
- 5) Sample of previous similar work with contact details of client
- 6) Tax Identification number and other legal documents (i.e., license/registration/work-permit etc)

Individuals or firms interested in this consultancy should apply and will be reviewed based on their own individual/ organizational capacity. The successful individual or firm may sign an Individual Contract with Oxfam.

The submissions must reach Oxfam via email at hrrbd@oxfam.org.uk Subject line as "Building Oxfam Footprint" by **December 13th, 2021**.

Mode of Payment

- a) All payment will be made through A/C payee cheque or bank transfer
- b) Vat & Tax will be deducted at source
- c) The payment will be made only after formal acceptance of deliverables by Oxfam in Bangladesh
- d) Inability to comply with the works as per agreed timeline and quality will cause penalty from the payment. The penalty will be proportionate to the level of undelivered work.

Evaluation Method and Criteria

Individual consultants or consulting firms will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the consultant/consulting firm whose offer has been evaluated and determined as responsive/compliant/acceptable.



- a) Having received the highest score out of set of weighted technical criteria (maximum score is 70%).
- b) Financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated by Oxfam for the assignment.

Financial Proposal (30%)

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by Oxfam.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Criteria's	Weight
1. Technical	70
Understanding of the TOR	15
Proposed Methodology	15
Experience as mentioned in the TOR	15
Team composition and Key qualifications	10
Qualification of the consultant(s)	15
2. Financial	30
Total	100