

Terms of Reference (ToR)
For
**Hiring Consulting Firm to Baseline and Gender Analysis for
Renewed Women's Voice and Leadership (RWVL) Program**

Introduction:

The Renewed Women's Voice and Leadership (RWVL) program is a global initiative by Global Affairs Canada. It aims to address the global funding gap for women's organizations, particularly those working at the intersection of multiple forms of discrimination and those in conflict-affected and crisis-affected countries, which receive even less funding.

In Bangladesh, Manusher Jonno Foundation (MJF) started RWVL, which was a successful progression of Women's Voice and Leadership (WVL) that has been implemented for the last five (05) years. The RWVL formally signed an agreement with Global Affairs Canada, effective from March 6, 2025. The RWVL-BD project aims to support Local Women's Rights Organizations (WROs)¹, Feminist Organizations (FOs)², Community-Based Organizations (CBOs)³, women's networks, gender-diverse groups⁴, and promoting gender equality and the

¹Local Women's Rights Organizations (WROs): Women's organizations with a national entity that work in women's agency creation, women's social, political, and economic empowerment, and address sexual and gender-based violence and inequality. These organizations operate within particular areas, especially in remote regions, often on an institutional basis, led and managed by women. They play a vital role in advocating for women's rights, promoting gender equality, and advancing women's rights issues.

²Feminist Organizations (FOs) are often women-led and governed by women to identify the structural barriers in social systems that resist women's advancement. Those organizations working to advance women's rights and gender equality recognize that all genders should have equal rights, opportunities, and protections, irrespective of their expressions and intersectional identities. These organizations advocate for the end of women's oppression and challenge gender discrimination by engaging in a range of activities, including advocating for policy changes, providing social services, and promoting intersectional approaches to address the diverse experiences of women from various groups.

³Community-Based Organizations (CBOs): These are commonly led and managed by marginalized and socially excluded groups, are uniquely positioned to understand the needs of women or specific groups, serve them, and increase their participation in the social, economic, and political life of their communities, being a forefront actor. For example, but not limited to, these may include ethnic women's organizations, organizations led by women with disabilities, Dalit women's organizations, sex workers' organizations, returnee women migrant workers' organizations, tea-garden women workers' organizations, etc. These groups are not only the most effective for the development approach, but often the most excluded and underfunded. They face constant attacks from society, including violence, and are frequently the first to face and fight against shrinking civic space. Therefore, the RWVL program signifies support for community-led organizations to enable and strengthen the work of these groups.

⁴Gender-diverse Organizations: The RWVL project aims to ensure equitable access for all women and girls, regardless of their expressions and gender identities, including those who are excluded and don't align with traditional gender binaries in Bangladesh. To achieve this, the project aims to include smaller, unregistered groups or philanthropic organizations within larger, legally registered Women's



rights of women and girls in all their diversity. The project seeks to empower these groups to promote women's human rights, increase women's participation as social and economic entrepreneurs, reduce gender-based violence, ensure safe migration, raise voices for women's solidarity, empower women, and foster leadership in Bangladesh.

Rationale:

The recent adoption of a collective entrepreneurship approach by the WVL Bangladesh project offers marginalized communities an opportunity to improve their entrepreneurial skills. Enhancing women's economic empowerment requires strategies that address the challenges and opportunities they face across diverse marginalized groups and contexts. MJF aims to empower women and transgender individuals by providing essential knowledge and skills through workshops and mentorship, ensuring the long-term success and sustainability of women-led entrepreneurship initiatives. The project has been built on three pillars: Pillar 1 focused on Organizational Capacity and Sustainability, Pillar 2 on Programming and Advocacy, and Pillar 3 on Movement Strengthening.

Core Principles of the Study

The study is grounded in **feminist principles** and employs an integrated mixed-methods design that produces two distinct yet interlinked analytical outputs, ensuring both robust baseline measurement and deep feminist, intersectional gender and power analysis.

- **Centering Women's Experiences:** Starting with women's standpoints and realities, acknowledging subjectivity as valuable, and challenging male-dominated perspectives.
- **Intersectionality:** Analyzing how gender intersects with race, class, sexuality, and other identities to create unique experiences of oppression.
- **Power Analysis:** Critically examining how power structures (patriarchy, etc.) shape social life and inequality.
- **Praxis & Social Change:** Aiming for actionable knowledge that empowers communities and challenges injustice, not just a neutral description.

Purpose of the Assignment

The core value of the study will be aligned with a feminist approach that consists of one integrated mixed-methods study that produces two distinct but interlinked analytical outputs:

Rights Organizations (WROs) or Feminist Organizations or those working for diverse gender identities. This would expand access to RWVL funds for emerging groups by adapting risk tolerance frameworks to align national development practice with international human rights and sustainable development standards. This aligns with Bangladesh's obligations under CEDAW and Sustainable Development Goals (particularly SDG 5 on Gender Equality and SDG 10 on Reduced Inequalities).

- (i) RWVL-B Project Baseline Summary Report (within 25-30 pages), including partner-wise small baseline report (3-5 pages)
- (ii) A standalone Feminist, Intersectional, Gender, and Power Analysis Report that summarizes the overall Gender Analysis and Feminist Power Analysis of the RWVL-B project (15-20 pages), including a partner-specific version of the same report.

Both outputs will draw from the same data sources but differ in analytical depth, framing, and reporting structure

The following are the major purposes of the assignments:

- To establish robust, disaggregated baseline values for the RWVL-B project log frame indicators through a mixed-methods approach, enabling measurement of change in women's and gender-diverse people's voice, leadership, participation, and access to rights and resources over the project period.
- To conduct a feminist, intersectional gender and power analysis that examines how gender, age, caste, ethnicity, disability, socio-economic status, geography, and other identity markers intersect to shape power relations, gender-based violence, social norms, exclusion, and agency at household, community, institutional, and policy levels.
- To generate actionable, context-specific evidence that informs gender-transformative programming, adaptive implementation, and accountability by documenting both structural barriers and strategies of resistance, leadership, and collective action led by women, girls, and gender-diverse groups across RWVL-B partner organizations.
- To conduct a standalone feminist, intersectional gender and power analysis aligned with Global Affairs Canada's GBA Plus, Socio – Economic – Political Analysis, and Feminist International Assistance Policy (FIAP), examining gender norms, power relations, institutional barriers, risks of gender-based violence and backlash, and pathways of agency, leadership, and collective action among women and gender-diverse people across RWVL-B intervention contexts, to inform gender-transformative programming and adaptive implementation.

Expected Outputs

- Co-created and contextually grounded research framework and tools, including finalized quantitative and qualitative instruments (Core and Organization-specific Plus Modules), reflecting WRO, FO, and Gender Diverse group's priorities, intersectional realities, and feminist approaches.
- Shared understanding and validation of key gender, power, and social norm issues, including mapped pathways of exclusion, GBV risks, structural inequalities, and forms of women's and gender-diverse people's agency and collective action across RWVL-B intervention contexts.



- Agreed implementation plan and ownership, including finalized sampling strategy, ethical and safeguarding protocols, roles and responsibilities, timelines, and data use pathways to ensure accountability, learning, and uptake of findings by RWVL-B partners.
- A comprehensive Gender and Power Analysis output, including intersectional analysis, power and social norms mapping, identification of structural barriers and risks, and actionable, context-specific recommendations at both RWVL-B project and partner-organization levels, to guide feminist programming, advocacy, learning, and accountability.

Deliverables of the assignment

- **Draft Proposal:** Consultant firms should submit the draft technical and financial proposal to MJF for review.
- **Inception Meeting and Revised Proposal:** Selected firm should participate in the inception meeting and share a revised proposal to MJF.
- **Virtual Meeting Design and Facilitation:** Finalize the agenda, session plans, and facilitation tools in close consultation with MJF's Renewed Women's Voice and Leadership (WVL) Bangladesh Project team and conduct a virtual co-creation meeting with WROs, FOs, and CBOs to finalize the tools, sample distribution, and data collection plan.
- **Pre-test and Refinement of the Tools:** Conduct a pretest of the tools in one of the partner fields and refine the tools based on the experiences of data collection.
- **Final Methodology, Tools, and Workplan:** Share the final version of methodology, tools, and workplan after incorporating suggestions of Co-creation meetings, pre-test, and final decisions for RWVL-B Management. The consultant will apply a core quantitative (survey) with standard statistical methods and a qualitative (e.g., FGDs, IDIs, KIIs, GEM) package, while participatory visual and narrative methods (life histories, photovoice, participatory video) will be applied selectively to a purposive sub-sample of organizations based on contextual relevance and feasibility.
- **Enumerators Recruitment and Training:** Hire several gender balanced enumerators aligned with the total sample and data collection plan who have extensive experience in feminist evaluation, working with indigenous communities, gender and language-diverse groups, and women engaged in survival-based, high-risk, or informal livelihoods. Enumerators should be selected based on the geographical context of the project locations to align with the project's gender and language diversity. Along with the data collection tools, the enumerators should also be trained in safeguarding, the do-no-harm principles, etc.
- **Field Data Collection:** Deploy trained teams to collect quantitative and qualitative data using digital tools, ensuring standardization across sites.
- **Quality Assurance:** Implement mechanisms for daily supervision, GPS tracking, back-checks, recording the qualitative sessions, and real-time data validation
- **Data Analysis and Reporting:** Data analysis shall be fully aligned with the analytical and reporting requirements outlined in the Scope of Work. Before preparing the

report, the consultant should submit primary data analyses for both quantitative and qualitative data and consult with RWVL-B Management. Intersectional analysis will be the core approach to examine how overlapping power structures, such as gender, age, class, ethnicity, disability, and other identity markers, shape individuals' access to resources, decision-making, participation, and influence. The consultant will be responsible for conducting comprehensive analysis and producing reports at both the **RWVL-B project level and the individual partner organization level**.

- **Gender Analysis+ and Feminist Power Analysis Report:** Conduct and submit a standalone feminist, intersectional Gender and Power Analysis aligned with Global Affairs Canada's GBA Plus and Feminist International Assistance Policy (FIAP), examining gender norms, power relations, institutional and structural barriers, intersectional inequalities, risks of gender-based violence and backlash, and pathways of agency, leadership, and collective action. The deliverable shall include actionable, gender-transformative recommendations at both the RWVL-B project and partner-organization levels to inform programming, advocacy, learning, and adaptive management.
- **Dissemination:** Disseminate and present final presentations to MJF Senior Management, Partner Organizations, and National level dissemination platforms.
- **Final and Raw Data:** The consultant firm should submit both raw and final data and data analysis files that include the coding with the final deliverables.

Scope of Work

- **Method and Tool Development:** The consultant will design and execute a feminist, intersectional, and sequential mixed-methods research aligned with Global Affairs Canada's Feminist International Assistance Policy (FIAP). This will include co-creation and validation of quantitative and qualitative data collection tools through virtual meetings with WROs, FOs, and Gender Diverse Organizations, ensuring alignment with RWVL-B log-frame indicators and each partner organization's intervention scope, target groups, thematic priorities, and intended results. The firm will develop a standardized RWVL-B core module and organization-specific "plus" modules, integrating power and social norms mapping, GBV-sensitive approaches, and intersectional disaggregation. The study design should be align with the Logic Model shared in Annexure 1

Scope to apply appropriate methods and analysis, like OECD-DAC, contribution analysis, etc. Methods will include structured quantitative surveys and feminist qualitative tools such as FGDs, IDIs, GEM, COFEM's, Feminist Research Assessment Tools, and participatory methods (life histories, photovoice, and participatory video), ensuring ethical, inclusive, and context-responsive data collection across all partner organizations. Quantitative and qualitative tools will integrate gender norms, power, decision-making, safety, and GBV-sensitive indicators alongside outcome-level baseline indicators. The method should include a statistically valid, standardized sampling and sample allocation framework to ensure representative, comparable, and disaggregated coverage across the 23 partner organizations, accounting for



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organizational population size, geographic clustering, and intersectional characteristics of target groups. Sample calculation should cover all the partner locations mentioned in Annexure 2.

- **Partner Engagement:** Needs to engage with each of the WROs, FOs, and CBOs to understand their contexts and requirements, and lead in the Co-Creation meetings to finalize the tools, sample distribution, and data collection plan.
- **Ethical Standards:** Ensuring informed consent, confidentiality, and cultural sensitivity throughout the data lifecycle
- **Data Collection:** Digitalized data collection systems should be commissioned for quantitative data collection, and qualitative data should be recorded, and a separate note taker should be added to the team. To collect the data, consultant teams and enumerators should visit diverse locations across Bangladesh, including **Northern Areas, Coastal Areas, Hill Tracks, Chars, and other remote areas (mentioned in Annexure - 1)**. Data collection variables should be included the intersectional key intersectional characteristics such as **sex, age, gender diversity, disability status, ethnicity or minority identity, socio-economic status, women engaged in survival-based, socially excluded high-risk, or informal livelihoods**, and geographic location (urban/rural) as well as RWVL-B-specific variables, including exposure to and intensity of engagement with WRO and FO interventions. Both quantitative and qualitative data collection will capture gendered access, control, decision-making, safety, and participation across intersecting identities.

Data collection should be supervised and validated through multi-tier systems, and both quantitative and qualitative data should be checked and cleaned before the final analysis.

- **Data Analysis and Reporting:** Quantitative analysis should cover descriptive, inferential statistics (chi-square tests, z test and Anova Test) and equity and inclusion analysis and Intersectional analysis across the outcome. Intersectional analysis will be the core approach to examine how overlapping power structures, such as gender, age, class, ethnicity, disability, and other identity markers, shape individuals' access to resources, decision-making, participation, and influence. On the other hand, Qualitative data analysis should be aligned with the GBA Plus, Feminist Socio-Economic-Political Analysis and Harvard Analytical Framework. RWVL-B LF will be the core standard for preparing the study analysis and report for the RWVL-B Project level baseline.

The baseline study will also require separate organization-specific analysis and a short reporting to establish clear and comparable baseline benchmarks for each partner organization, reflecting their distinct contexts, thematic priorities, and target populations. These organization-wise findings will complement the aggregated RWVL-B analysis and support partner-level planning, monitoring, learning, and adaptive implementation.

- **Gender Analysis+ and Feminist Power Analysis Report**
The consultant shall conduct a standalone feminist, intersectional Gender and Power Analysis aligned with Global Affairs Canada's GBA Plus and Feminist International Assistance Policy (FIAP) and produce a 15-20-page report and a separate report for partners. The analysis will examine how gender norms, power relations, and

intersecting identities such as age, disability, ethnicity, caste, religion, socio-economic status, geographic location, migration status, and engagement in survival-based, high-risk, or informal livelihoods shape access to resources, voice, leadership, safety, and collective action.

Timeline and Expected Deliverables:

The technical and financial proposal should be submitted by **9 February 2026**, and agreement will be signed tentatively within February 2026 by following MJF standard process. We are anticipating completing the assignment within 67 days after signing the contract. The lead consultant is responsible for coordinating the study and submitting the draft report to MJF.

Tasks	Days
Inception meeting, desk review and final methodology and tools	5 days
Cocreation Meetings with WROs, FOs, and Gender Diverse Orgs	5 Days
Pre-testing in the field and instrument adaptation	2 days
Final Methodology, Tool development and approval	5 days
Enumerator onboarding and training	5 days
Field data collection	15 days
Data cleaning and analysis	10 days
Reporting and presentation	10 days
Final Report	10 Days

Submission of Proposal and Budget

An interested person/research organization is requested to submit a technical and financial proposal of no more than 12 pages outlining your understanding of the assignment and plan of work through the email given below by **9 February 2026**.

The indicative budget for this baseline survey is maximum BDT 60,00,000. The technical and financial proposal must be submitted in separate envelopes or files. It requires a detailed budget breakdown (fees, travel, logistical costs). This should be a competitive process for selecting the consulting firm.

The proposal received will be assessed and shortlisted, and only short-listed consultants or firms will be communicated for the next step(presentation) and finalized after negotiation. Interested person/organizations are requested to forward an updated curriculum vitae and work evidence linking as sample/example both soft and hard copy together with the proposal. The financial proposal must be inclusive of VAT. Consultancy days and fees (to be mentioned for key members of the team). Unit cost of each deliverable output should be mentioned.

Selection and Scoring Criteria

Firm's responses will be evaluated against criteria's of: Technical Evaluation, Oral presentation, Price and Business documents. Following are the details mentioned below:

A. **Technical Evaluation Criteria (70%)**: Criteria used to evaluate the technical proposal, tools and workplan. The offer will be evaluated based on the following criteria:

- Methodology: The approach, study design, and methodology proposed by the firm but directly copy and paste from AI is strictly prohibited – 10%
- Understanding of the assignment: The approach of understanding of the assignment – 10%
- Expected Deliverables: The quality and clarity of the expected deliverables including tools outlined in the proposal – 10%
- Proposed Workplan: The timeline and appropriateness of the proposed action plan – 10%
- The firm and proposed team demonstrate strong experience in conducting national-level studies using feminist and intersectional evaluation approaches, with proven expertise working with Women's Rights Organizations, Feminist Organizations, and Gender-Diverse Organizations. – 10%
- A multidisciplinary team, composed of a feminist evaluation expert (engaged for the full study period) and a socio-economic-political analysis expert, will lead the study. The team will also include survey specialists, statisticians, qualitative researchers, and data analysts, supported by experienced, gender-balanced field enumerators capable of addressing cultural sensitivities and language barriers. – 10%
- A well-structured financial budget covering all relevant structures of the study. – 10%

B. **Oral Presentation (30%)**:

After getting the report of technical review committee MJF will call the recommended Firm for Oral presentation, and the offer will be evaluated based on the following criteria.

- Understanding of the TOR and Conceptual Clarity 5 %
- Methodology, Study Design and Implementation Approach 10%
- Experience and Capacity of the proposed team and organization 10%
- Communication, Facilitation, and Presentation Skills and Business documents. 5%

C. **Essential documents:**

The following documents must be submitted by the firms as proof of experience, expertise, and compliance:

- Written financial quotation on letter headed paper
- 3 sample evaluation reports for feminist evaluations conducted by firm ([link](#))

- Renewed Proof of company registration in the country/Updated Trade license (if applied Firm).
- National ID Card (NID) of owner
- Tax Identification Number (TIN) Certificate
- Tax Certificate of tax status for 2024 -2025.
- Business Identification Number (BIN) Certificate (if applied Firm).
- Sample relevant evaluation report
- Precise technical proposal (max. 5 pages), detailing the firms/ individual profiles suitability for and methodology, approaches, study design, tools, and work plan to apply in the assessment.
- CV(s) (max. 3 pages) of key person(s) to be involved at any stage of the assignment with respective roles and tasks of all those involved – focusing on relevant experiences and expertise on Work experience in an emergency humanitarian context.
- At least 3 different client references (preferably NGOs or international organizations) and proof of previous experience with the same type of service (copies of contracts, order forms, delivery notes, etc.).

Mode of Payment:

A payment schedule is given below against the deliverables

Sl. No	Deliverable	Payment schedule
1	Submission of Revised Methodology after Inception Meeting	20% of the total amount
2	Final Approved Methodology and Tools from MJF after Co-creation Meetings	30% of the total amount
3	Submission of the Draft Report including data analysis files	30% of the total amount
4	Submission of Final report including raw and final data	20% of the total amount

Disclaimer

Manusher Jonno Foundation reserves the right to accept or reject any or all proposals /applications without assigning any reason whatsoever.

Discloser of information

It is understood and agreed that the resource person will treat any information obtained during and after the contract's effective period as confidential and not disclose, unless authorized in writing by Manusher Jonno Foundation, any information obtained in assigning the performance of the Contract. Information will be made available for the consultants on a need-to-know basis.

Safeguarding /Protection Policy



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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 Children Protection and Vulnerable Adults will not only result in termination of the agreement but also MJF will initiate appropriate action to make good the damages/losses caused due to non-compliance with MJF's safeguarding policy.

Please get in touch with the following people if required (Over the phone/email)

- For programmatic Issue, contact with Amitav Kumar Kundu (01718296446)
- **Tender Submission Details:** Please submit the Technical and Financial Proposal (seal bid) in separate sealed envelope on **MJF Tender Box (Security Room at Ground Floor of MJF)** by addressing Chairperson of the Proc Team, Manusher Jonno Foundation, Address: Plot: 3-4, Haji Road, Avenue: 3, Section - 2, Rupnagar Housing Estate, Mirpur 2, Dhaka 1216, Bangladesh by **February 09, 2026 before 5.00 PM**
- **Tender Box will open in February 10, 2026, at 11.00 AM** You are requested to attend the tender opening meeting (if interested) if there is no unexpected Circumstance.
- **Pre-Bid Meeting:** The pre-bid meeting will be held on **28 January, 2026, at 10:30 AM**. Please join through the link: <https://us06web.zoom.us/j/81874819779>

Prepared By		Approved By	
Name	Amitav Kumar Kundu	Name	Mohuya Leya Fallia
Signature		Signature	
Date	25 January 2026	Date	25 January 2026



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Annexure-1: Logic Model of the RWVL-B:

Logic Model				
Ultimate Outcome	1000	Increased enjoyment of human rights by women and girls in all their diversity and the advancement of gender equality in Bangladesh		
Intermediate Outcomes	Pillar 1: Organizational Capacity and Sustainability 1100 Enhanced organizational capacity, resilience, and sustainability of local women's rights organizations (WROs) and gender-diverse groups to advance their gender equality mandates.	Pillar 2: Programming and Advocacy 1200 Strengthened programming and advocacy of WROs, gender diverse groups and women's human rights defenders (WRHDS) to advance gender equality and empower women and girls.	Pillar 3: Movement Strengthening 1300 Increased effectiveness of sub-national, national, regional and global women's rights platforms, networks and alliances to affect policy, legal and social change.	

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Immediate Outcomes	1110 Increased access of selected local WROs and gender diverse groups to time, space and resources they need to address their self-identified organizational capacity gaps.	1210 Increased access of selected local WROs and gender-diverse groups to the resources required to deliver transformative, intersectional programming and local advocacy.	1220 Increased access of selected local WROs, gender diverse groups and WHRDs to timely resources to respond to emerging crises and opportunities.	1310 Increased capacity of feminist networks and alliances to collectively conduct the policy advocacy for the rights, interests and participation of women and girls, particularly the structurally excluded.
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Annexure-2: Partner Wise Project Locations:

The implementing partner of RWVL-B has selected partners from diverse geographical locations, including Women's Rights Organizations, Feminist Organizations, and Gender-Diverse Groups. At this stage, only geographical information is being shared to support sample generation for the study; the final list of partner organizations will be shared with the selected firm.

SL	Organization Name	District	Upazila
1	A.	Rangamati	Borokol and Kaptai
2	B.	Rajshahi	Bagha, Boalia, Paba, Rajpara, Tanore
3	C.	Satkhira	Tala
4	D.	Dhaka	Dhaka
5	E.	Dhaka	Badda, Jatrabari, Kodomtoli, Kuril, Mirpur, Mohammadpur, Mugda, Shahjanpur, Wari
6	F.	Khagrachori	Sadar and Guimari
7	G.	Rangamati	Rangamati Sadar, Kawkhali
8	H.	Bandarban	Bandarban Sadar
9	I.	Dhaka	Dhaka
10	J.	Jessore	Kotwali
11	K.	Patuakhali	Rangabali
12	L.	Netrokona	Barhatta, Mohonganj
13	M.	Dhaka and Khulna	Dhaka, Khulna Sadar
14	N.	Dhaka and other	Total 32 networks
15	O.	Jhenaidah	Jhenaidah Sadar
16	P.	Bogra, Comilla, Dhaka	Bogra Sadar, Kahaloo, Sonatola, Adabor
17	Q.	Bogra	Sariakandi
18	R.	Khulna	Koira, Paikgacha
19	S.	Dhaka, Jessore, Sylhet	Dhaka
20	T.	Kurigram	Kurigram Sadar
21	U.	Faridpur	Faridpur Sadar, Dikrik Char
22	V.	Dinajpur	Birampur
23	W.	Dhaka	Mohammadpur, Keraniganj