Habitat for Humanity® Nepal

Terms of Reference (ToR)

Preparation of Business Development Plan for Bamboo Treatment Centers (BTCs

(Short-Term Consultancy Services)

Project: Impact - 26 Phase III

Duration: 12 Months

Date of Publication: 16 October 2026

Deadline: 02 November 2026

Nature of assignment	Preparation of Business Development Plan for Bamboo Treatment Centers (BTCs)
Duration	12 Months
Location	Bardibas, Biratnagar and Bardiya
Published Date	16 October 2026
End date of application submission	02 November 2026

1. About Habitat for Humanity Nepal

Habitat for Humanity Nepal (Habitat Nepal) is an international non-governmental organization that is driven by the vision that everyone deserves a decent place to live. Our partnership with communities, governments, private sector including entrepreneurs and financial institutions, youth networks, and academia, allows us to serve low-income families by improving habitability, tenure security, access to basic services and affordability of housing solutions. Our integrated programming serves to benefit 3 million people over the next three years, through direct and incremental construction, affordable housing finance, affordable construction technologies and services, and evidence-based policy advocacy for housing adequacy as a fundamental right. Responding to the root causes of inequity in the housing ecosystem, Habitat Nepal leads with a systems-strengthening approach, facilitating development of inclusive housing markets, removing key policy barriers and empowering communities through people-centered approaches, for a stronger and more equitable housing ecosystem.

2. Background

Habitat Nepal promotes bamboo as a sustainable, climate-resilient, and affordable construction material through a Market Systems Development (MSD) approach. Under our IMPACT 2026 Phase III Project, one of the key intervention has been the establishment and strengthening of Bamboo Treatment Centers (BTCs), which play a critical role in supplying quality-treated bamboo for housing, construction, furniture, and other value-added applications. Habitat Nepal has supported BTCs through investments in infrastructure, equipment, technical training, exposure visits, and market promotion initiatives.

A recent Institutional Survey of BTCs found that most centers have technical infrastructure and established treatment processes; however, their commercial performance and long-term sustainability remain uneven. While some BTCs have expanded production and developed broader market linkages, many continue to operate below capacity and remain dependent on project-driven demand and a limited number of institutional buyers. Key challenges include irregular and seasonal demand, weak market diversification, limited branding and certification, high operational and transportation costs, and cash-flow constraints arising from delayed

payments. Although treated bamboo significantly increases the value of raw bamboo, many BTCs continue to operate with narrow profit margins. Study Also highlighted, market demand and weak business growth among BTCs have constrained employment opportunities for trained bamboo masons, reducing post-training engagement and skill utilization. Strengthening BTCs as viable enterprises is therefore essential not only for strengthening the bamboo value chain but also for generating sustainable employment and expanding bamboo-based construction markets.

Building on lessons from previous business planning support and recent survey findings, Habitat Nepal seeks a Business Development Consultant to move beyond plan preparation and provide practical business coaching, market facilitation, performance monitoring, and growth support.

The consultant will be expected to assess each BTC's business performance, identify growth opportunities, develop or refine actionable business development plans, provide ongoing coaching and mentoring, strengthen market linkages, facilitate connections with municipalities, contractors, financial institutions, developers, and private sector buyers, and support the implementation of business growth strategies with clearly measurable results.

3. Objective

To Strengthen Bamboo Treatment Centers as commercially viable, market-oriented enterprises supplying quality treated bamboo, delivering construction solutions, and fostering sustainable business models, market linkages, and growth pathways.

Specific objectives include:

- Review Existing Business Plans and Previous Support.
- Develop practical and market-oriented business plans for each BTC.
- Strengthen financial management and business operations systems.
- Improve costing, pricing, and cash flow management practices.
- Support market linkage development and buyer engagement.
- Enhance sales, negotiation, and customer relationship management skills.
- Strengthen contract management and risk mitigation practices.
- Monitor progress of BTCs against agreed business growth targets.
- Support BTCs to establish systems that ensure long-term business sustainability.

4. Scope of Work

The successful consultant/firm will undertake the following activities:

Business Assessment and Planning

- Review any existing business plans, enterprise development initiatives, and previous business advisory support received by BTCs.
- Conduct a baseline assessment of each BTC's operational, financial, and market status.
- Assess implementation status, achievements, gaps, and lessons learned.
- Revise or develop business growth strategies based on actual market opportunities, operational realities, and survey findings.

- Ensure business plans include actionable implementation roadmaps, investment requirements, risk mitigation measures, and measurable performance targets.
- Analyze existing business practices, targets, challenges, revenue stream, risks and growth opportunities.
- Develop realistic and actionable business plans for each BTC's with short term and long-term vision with the performance indicator with growth pathways.
- Define business growth targets, operational improvements, and financial projections.

Capacity Building and Business Mentoring

Design and conduct practical business development training sessions.

Provide guidance on:

- Business planning and management.
- Costing and pricing strategies.
- Financial record keeping and cash-flow management.
- Revenue generation and diversification.
- Sales and marketing strategies.
- Customer acquisition and retention.
- Contract management and business negotiation.

Market Systems Developments

- Identify potential buyers and market opportunities.
- Facilitate commercial linkages between BTCs and private sector actors.
- Support BTC participation in networking and business promotion events.
- Assist BTCs in developing marketing materials and branding approaches.
- Assess emerging market opportunities created by the endorsement of the National Bamboo Building Guideline, including opportunities with municipalities, government housing programs, private contractors, developers, financial institutions, and other institutional buyers.

Performance Tracking and Coaching

- Conduct regular site visits and coaching sessions.
- Review implementation of business plans.
- Track business performance against agreed indicators.
- Recommend corrective actions and business improvement measures.
- Document lessons learned and successful business practices.

5. Methodology

The consultant will adopt a participatory and results-oriented approach combining assessment, business planning, capacity development, mentoring, and performance monitoring.

The assignment will begin with a comprehensive assessment of each BTC to understand market position, operational capacity, and business challenges. Based on the assessment findings, tailored business plans will be developed jointly with BTC operators.

The consultant will then provide structured business development support through training, coaching, mentoring, and market facilitation. Continuous monitoring and periodic reviews will be conducted to evaluate progress against business growth targets and ensure the practical application of knowledge and tools introduced during the assignment

6. Key Deliverables

The consultant shall deliver the following outputs:

- Inception report and detailed work plan.
- Baseline assessment report for selected BTCs.
- Individual business plans for 11 BTCs.
- Business development training materials and tools.
- Training completion report with attendance records.
- Market linkage and business networking report.
- Monthly mentoring and coaching reports.
- Business performance tracking dashboard/report.
- Action plans and recommendations for business improvement.
- Final consultancy report documenting achievements, lessons learned, challenges, and recommendations for result based payment.

7. Expected Result and Performance Indicators

- % increase in BTC sales/revenue
- Increased Number of new institutional/private-sector customers
- Increased Number/value of bamboo construction assignments secured
- Improvement in gross margin/net operating margin
- Monthly cash-flow and financial records maintained
- Increased number of qualified buyer linkages established
- BTCs implementing approved business plans
- Increased number of masons/technical workers engaged through BT

8. Workplan and indicative timeline

Below is the indicative timeline.

Deliverable	M1	M2	M3	M4	M5	M6	M7	M8	M9	M 10	M 11	M 12
EOI publication and contract award												
Training needs assessment notes and training plan.												
Training curriculum and materials												
Review Existing Business Plans and Previous Support.												
Delivery of training sessions and Preparation of the Business development plan.												
Coaching and mentoring for each BTC												

Deliverable	M1	M2	M3	M4	M5	M6	M7	M8	M9	M 10	M 11	M 12
Post-training action plans for BTCs.												
Market linkage facilitation												
Progress review and performance monitoring												
Final report summarizing outcomes, participant feedback, and recommendations												

Necessary meetings and consultations with Habitat Nepal and stakeholders will be conducted within the duration as per requirement.

9. Qualifications, Skills, and Experience

The consultant/firm shall possess:

- Minimum five years of experience in business development, MSME promotion, enterprise development, or market systems development.
- Proven experience supporting small and medium enterprises in developing business plans and growth strategies.
- Experience in conducting business development coaching, mentoring, and training.
- Strong understanding of financial management, marketing, and enterprise growth.
- Experience working with development organizations, NGOs, INGOs, or donor-funded projects.
- Knowledge of bamboo value chains, green enterprises, construction materials, or rural enterprises will be an added advantage.
- Excellent facilitation, communication, and report-writing skills.

10. Evaluation Criteria and Budget

Criteria	Weight
Relevant experience in business development and enterprise strengthening	25%
Technical approach and understanding of assignment	25%
Quality of previous similar assignments	20%
Team composition and technical capacity	10%
Cost effectiveness and value for money	20%

11. Coordination and supervision

The consultant/firm will work closely with the IMPACT 2026 Project Manager, MSD Coordinator, and Technical Team of Habitat Nepal. Regular progress review meetings will be conducted to assess implementation progress and provide guidance.

12. Support from Habitat Nepal

Habitat Nepal will:

- Provide project orientation and relevant project documents.
- Facilitate coordination with BTCs and key stakeholders.
- Share available project data and background information.
- Support scheduling of meetings and field visits when required.
- Review and provide feedback on submitted deliverables
- Conduct the workshop with the BTCs. And cover all the expenses that occur for the travel and logistic of BTCs.

13. Mode of Payment

The assignment fee will be paid in Four installments in the following manner:

1st Installment: 20% advance for starting facilitation after winning the proposal with details of inception report.

2nd Installment: 40% after the completion of first training, report submission and verification and approval by project manager.

3rd Installment: 25% after the completion assignment, final report submission and verification and approval by project manager.

4th Installment: 15% will be paid after the achieving the result and performance indicator of the business plan developed by the consultant and submission of the report and verification and approval by project manager.

14. Total Budget

The maximum Budget assigned for this assignment will be **NPR 800,000.00** inclusive of all the cost

15. Ethical Standards

In accordance with its foundational mission principles, Habitat for Humanity Nepal is committed to the highest ethical standards and opposes all forms of discrimination, exploitation, and abuse. We intend to create and maintain a work and living environment that is safe, productive, and respectful for our colleagues and for all we serve. We require that all staff and representatives (consultants, contractors, vendors/suppliers, interns, volunteers, agents, and implementing partner organizations) take seriously their ethical responsibilities to Safeguarding (Child Protection, Prevention of Sexual Exploitation Harassment, and Abuse) our intended beneficiaries, their communities (especially children), and all those with whom we work. Abiding with the organization, the consultancy service has responsibilities to maintain an environment that prevents harassment, sexual exploitation, and abuse, safeguards the rights.

16. Copyright

Copyright for the documents will remain with Habitat Nepal National Office and includes the right to distribute the material or parts of it to the Local Government and other partners in Nepal and abroad.

17. Application Requirements

Interested consultants/firms shall submit:

- A Technical Proposal outlining the understanding of the TOR and work schedule, including at minimum the following information:
  - Detailed work plan and methodology.
  - Key deliverables.
  - A capability statement showing how the applicant meets the required qualifications and competencies, including one relevant sample of previous work.
  - Two reference details from former clients.
- A copy of the organization/institution registration certificate.
- A copy of the latest tax clearance certificate.
- VAT/PAN registration document.
- Copies of the Curriculum Vitae (CV) of all key team members as an annex. The team should include an experienced Team Leader along with Experts and other members as required.
- The entire proposal should be a **maximum of five pages,** including the financial proposal.
- Confidentiality of Information: All documents and data collected will be treated as confidential and used solely to facilitate analysis.
- **Signed and stamped copy of the financial proposal in a separate file** with details of all relevant costs including but not limited to fees, travel, transport, accommodation and all applicable taxes. The sample format for the financial proposal is presented below. Additional headings can be included as per the need.

S.N.	Particular	Quantity	Day	Rate	Amount	Remarks
A	Consultant Fee					
1	Business Development expert (Team Leader)					
2	MSD Expert					
4	…..					
B	Travel Expenses					
1	Flight					
2	Ground travel (taxi, car hire)					
C	Accommodation and food expenses					
1	Accommodation					

S.N.	Particular	Quantity	Day	Rate	Amount	Remarks
2	Food and other expenses					
D	Other Expenses					
1	Stationaries & Supplies					
2	Communication and internet					
E	Administration Expenses (B+C+D)					
F	Total Costs before Tax (A+E)					
G	15% of F (After the achievement of the result)					
I	Total Sum (F + G)					
J	VAT@13% of F					
K	TOTAL Budget (I+J)					

18. Instructions to Submit the Proposal

Interested national reputed and qualified organizations/firms should submit their technical and financial proposal including testimonials/certificates.

Please write **"Preparation of Business Development Plan for Bamboo Treatment Centers"** in the subject line of the email and submit the proposal no later than 02 November 2026 at **procurement@habitatnepal.org**.

For any queries contact the following email address **np.info@habitatnepal.org**

Application deadline: 02 November 2026

Habitat for Humanity® Nepal

#126 New Colony, Dhobighat, Lalitpur

Phone: +977 1 5421182, 5454976

Email: np.info@habitatnepal.org

Website: habitatnepal.org