



WWF-Myanmar
164 (A+B), Dhammazedì Road,
Bahan Township, Yangon
Myanmar 11201

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Terms of Reference

Consultancy Assignment: Business Model Incubation and Establishment of Community-Based Enterprises (CBE) for Collective Buying

Supervised by : Climate and Environmental Security Lead (Interim)
Work Location : Home-based with visits to Ayeyarwady Delta villages and Yangon
Duration : 4-5 Months (October 2026 – January/February 2027)

1. Background

WWF, an independent conservation organization active in nearly 100 countries, works to sustain the natural world for the benefit of people and wildlife. WWF-Myanmar, established in 2014, is focused on halting the loss of the country's extraordinary biodiversity and ensuring that human use of the country's natural resources is sustainable and equitable. Preserving the environment in which people live and work is critical for health and wellbeing. Find out more at www.wwf.org.mm.

2. Background of consultancy assignment/ Project

The Ayeyarwady Delta in Myanmar is a critical coastal ecosystem that hosts diverse flora and fauna, including important mangrove forests. Mangroves play a crucial role in coastal protection, biodiversity conservation, and providing livelihoods for local communities. Moreover, Ayeyarwady mangroves are key ecosystems that reduce the vulnerability of Delta communities to weather and climate-related risks. WWF-Myanmar has been supporting community-led mangrove conservation integrated with Mangrove-Friendly Aquaculture (MFA) practices, particularly mud-crab farming which is critical in the community area because MFA not only support local communities' livelihood but also contributing in addressing climate change through conservation and restoration of mangrove forests.

As part of the ongoing community-driven mangrove restoration and conservation efforts in the Ayeyarwady Delta, WWF-MM formulated a New Business Model for MFA (Mud-crab) Business along with the mapped out local supply chains and developed customized business plans for 20 community-based enterprise plans across target villages in Pyapon Township.

Based on the findings from the previous buyer–seller engagement events and market assessments revealed that major buyers, processors, and exporters in Yangon strongly prefer collective buying



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mechanisms. Transporting and buying MFA mud-crab products piece-by-piece from individual scattered smallholders in remote communities creates high logistical overhead and supply chain friction. To bridge this gap, a Business Model Incubation Phase (Phase III) is required to establish operational, collective-buying Community-Based Enterprises (CBEs). This incubation flow will organize smallholders into structured aggregator units capable of bulk handling, quality sorting, and direct market delivery.

3. Objective of the consultancy

The main objective of this assignment is to incubate and formally establish operational, community-led collective buying CBEs in selected target villages across Amar Sub-township, Pyapon District.

4. Scope of work

The consultant/consultant team will carry out the following core activities:

Activity 1: Community Needs & Capacity Gap Assessment

Re-evaluate communities to identify specific, remaining capacity gaps in business operation, collective management, financial literacy, and logistical handling required for collective buying.

Activity 2: Incubation & Mentorship for CBE Establishment

Provide hands-on incubation, operational coaching, and legal/organizational guidance to establish community-selected collective buying CBEs. Help establish governance structures, standard operating procedures (SOPs) for product aggregation, and fair profit-sharing frameworks.

Activity 3: Operationalization & Buyer Linkage Structuring

Assist established CBEs in operationalizing collective buying setups (e.g., group aggregation schedules, quality control, initial bulk handling) and facilitate formal trading agreements with Yangon-based buyers and associations (MFF, MPEA, MCEA).

5. Outputs/ deliverable of performance and time schedule

No.	Activity / Phase	Expected Deliverables	Timeline
1	Community Needs Assessment	Community Need & Capacity Assessment Report identifying specific training gaps, operational needs, and readiness levels for collective buying across target villages.	Within 1 Month



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2	Incubation & CBE Establishment	Formal establishment of collective buying CBEs in selected villages, complete with operational charters/rules, leadership structures, and customized Incubation/Mentorship, Field Reports.	Within 3 Months
3	Operational Collective Buying Framework & Final Report	Standard Operating Procedures (SOPs) manual for collective buying/aggregation, trade linkage agreements, and a comprehensive Final Consultancy Report summarizing incubation outcomes.	End of Assignment (Month 4-5)

6. Duration of assignment

4-5 Months (October 2026 – January/February 2027)

7. Required Profile and Expected Qualifications

Education and Experience

- Degree in Agricultural Economics, Business Administration or marketing or other related subject areas
- At least 5 years' relevant experience working in the area of agribusiness, agricultural value chain development and marketing
- Strong research and analytical skills, communication (oral and written), interpersonal and facilitation skills

Knowledge, Skill and Competencies

- Good understanding of agricultural and rural development from both a development cooperation and private sector perspective
- Excellent understanding of agribusinesses and agricultural value chains trends in Myanmar, including major areas of interest and intervention, as well as interactions with private sector
- Good understanding and knowledge of the local context and ground situation in Myanmar
- Prior experience working in delta area with expertise on MFA and business model



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Ability and Personality

- Able to travel and live in project area
- Synergy with the past related work such as development of business model
- Good facilitation skill
- Demonstrating initiative and ability to identify innovative approaches.

8. Application Process

Interested candidates are invited to submit an application package containing the following documents:

8.1. Technical Proposal

A technical proposal outlining the approach, methodology, and work plan.

8.2. Financial Proposal

Interested **candidates** should submit a financial proposal with a detailed budget breakdown covering their **professional fees only and other costs** (expressed as a daily rate in either USD or MMK).

Payment terms:

- 50% payment after inception call
- 40% payment after training materials are agreed
- 10% after final report

8.3. Supporting Documents

- **Curriculum Vitae (CV)**
- **Team Position and composition (NRC if possible)**
- **Sample Work:** At least one sample of previous consultant work.
- **References:** Contact information for two professional references from previous similar assignments.



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8.4 Submission Details

- **Deadline:** Applications must be submitted **no later than 23 October 2026 at 11:59 PM (MMT)**
- **Submission Channel:** Please send the application via email to mm.procurement@wwf.org.mm with the subject line: *"Application: Consultancy Assignment: Business Model Incubation and Establishment of Community-Based Enterprises (CBE) for Collective Buying"*.

9. WWF's Policies and Acknowledgement

The Consultant shall at all times ensure and comply with any applicable laws and regulations and WWF's policies. The Consultant must sign for: (1) Fraud and Corruption Prevention (2) Investigation Policy (3) WWF Network Commitment to Integrity and (4) WWF Network Terms & Conditions before undertaking the service to a high standard using the best endeavour's.