

# Terms of Reference (TOR)

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Development of Humanitarian Diplomacy Strategy for the Bangladesh Red Crescent Society (BDRCS)

## Background

The Bangladesh Red Crescent Society (BDRCS), as an auxiliary to the Government of Bangladesh, plays a crucial role in alleviating human suffering, strengthening community resilience, and fostering social cohesion. Established through the President's Order No. 26 of 1973 with retrospective effect from December 16, 1971, BDRCS received recognition from the International Committee of the Red Cross (ICRC) on September 20, 1973, and became a member of the International Federation of Red Cross and Red Crescent Societies (IFRC) on November 2, 1973.

In an increasingly challenging global humanitarian landscape marked by budget constraints and declining donor commitments, it is imperative for BDRCS to proactively identify opportunities, align its priorities with emerging needs, and advocate effectively for sustained humanitarian support. Bangladesh's growing humanitarian needs demand a well-structured approach to humanitarian diplomacy (HD) to influence policies, engage stakeholders in meaningful dialogue, and mobilize resources.

Humanitarian diplomacy is a strategic tool to enhance BDRCS's engagement with local, national, and international stakeholders, ensuring that humanitarian concerns remain at the forefront of decision-making processes. By leveraging humanitarian diplomacy and negotiation, BDRCS can influence policy decisions, funding allocations, and humanitarian interventions that address the needs of the most vulnerable communities. To achieve this, it is essential to comprehensively map existing gaps, opportunities, and resources available within Bangladesh's humanitarian landscape. As BDRCS advances its strategic vision beyond 2025, a structured approach to humanitarian diplomacy is required to enhance its impact. This entails thoroughly assessing BDRCS's needs, interests, resources, internal structure, and capacities to engage effectively in humanitarian diplomacy efforts.

Interested candidates or firms are encouraged to refer to the IFRC Humanitarian Diplomacy Policy and Movement-wide humanitarian diplomacy frameworks (available at: [https://www.ifrc.org/sites/default/files/Humanitarian-Diplomacy-Policy\\_EN.pdf](https://www.ifrc.org/sites/default/files/Humanitarian-Diplomacy-Policy_EN.pdf)) for additional context and guidance.

## Objective

The consultancy's primary objective is to develop a comprehensive Humanitarian Diplomacy (HD) strategy that strengthens BDRCS's capacity to influence policy and advance the rights and

interests of the people it serves. The plan should identify key HD areas, actors, and opportunities while outlining actionable steps to engage and influence decision-makers at all levels.

Specifically, the objectives of the consultancy are to:

- a) Conduct a thorough mapping of relevant local, national, regional, and international HD spaces (e.g., thematic clusters, multi-stakeholder platforms led by MoDMR).
- b) Identify key stakeholders and allies, including government institutions, diplomatic delegations, international organizations, civil society, and private sector partners.
- c) Develop targeted approaches for enhancing humanitarian diplomacy, dialogue, and engagement for BDRCS.
- d) Formulate partnership-strengthening strategies in collaboration with stakeholders, including policymakers, media, civil society actors, and international organizations.
- e) Propose innovative humanitarian diplomacy approaches.

## Scope of Work

The consultancy firm/consultant will be responsible for the following tasks:

- a) Document Review and Analysis: Review BDRCS's Strategic Plan, related documents, and relevant reports, including IFRC and Partner National Societies (PNS) policies.
- b) Stakeholder Consultations: Engage with key stakeholders such as BDRCS leadership, IFRC, PNSs, government bodies, international organizations, and HD experts.
- c) Humanitarian Diplomacy Mapping: Conduct a comprehensive mapping of HD spaces, including policymaking bodies, regional forums, and global platforms.
- d) Strategy Development: Prepare a detailed HD strategy outlining key objectives, audiences, priority HD spaces, and actions—incorporating both traditional and digital tools.
- e) Stakeholder Engagement Plan: Propose a plan for building and maintaining strategic relationships to promote BDRCS's HD agenda.
- f) Monitoring and Evaluation (M&E): Design a framework for tracking strategy progress with key indicators, reporting mechanisms, and adaptation processes.

## Deliverables

The consultant/firm will provide the following deliverables:

1. Inception Report – including methodology and work plan (within 1 week of contract signing).
2. Draft Humanitarian Diplomacy Strategy – detailing proposed approaches, actions, key actors, and influencing spaces.

3. Stakeholder Engagement Plan – outlining targeted strategies for engaging policymakers, media, and partners.
4. Final Humanitarian Diplomacy Strategy – incorporating feedback and including a phased implementation plan.
5. Executive Summary – a concise, high-level summary for decision-makers and potential partners.

## Timeline

The consultancy will be carried out over two (2) months from the start date. A detailed timeline will be reviewed during the proposal evaluation process.

## Required Skills and Competencies

The ideal consultancy firm or consultant should possess:

- A Master's degree or higher in Public Policy, International Development, Law, Political Science, or a related field.
- Proven experience developing strategic frameworks, preferably for UN agencies, INGOs, or civil society organizations.
- Strong understanding of Bangladesh's governance and policy environment.
- Demonstrated expertise in stakeholder engagement, policy influence, and public-private partnerships.
- Excellent analytical, research, and communication skills, particularly in humanitarian diplomacy.
- Familiarity with the Red Cross and Red Crescent Movement is preferred.

## Behavioral Competencies

Displays cultural, gender, religious, racial, national, and age sensitivity and adaptability.

## Reporting

The selected consultant or firm will report directly to the Director, International Relations & Communications, BDRCS.

## Application Process

Interested consultancy firms or individuals should email their proposals to [Majid.Khan@redcross.se](mailto:Majid.Khan@redcross.se) by June 30, 2025.

The proposal must be developed and submitted according to the templates attached in this Terms of Reference Annex. Submissions that do not follow the specified format may be disqualified.

Submission Format:

- All documents must be submitted in English.
- Proposals must be submitted electronically in PDF format, with the technical and financial proposals in separate files.
- The email's subject line should read: **Proposal: Humanitarian Diplomacy Strategy for BDRCS.**

BDRCS reserves the right to accept or reject any or all proposals. Only shortlisted applicants will be contacted for further steps.

## Annex 1: Technical Proposal Template

**Title: Technical Proposal for Development of Humanitarian Diplomacy Strategy for BDRCS**

### 1. Cover Page

- Title of the consultancy
- Name of firm/consultant
- Contact details
- Date of submission

### 2. Table of Contents

(List of all sections and sub-sections with page numbers)

### 3. Executive Summary (1 page)

Summary of understanding of the assignment, proposed approach, and why the consultant/firm is best suited

### 4. Understanding of the Assignment

- Context analysis and BDRCS's role in humanitarian diplomacy
- Relevance of HD in the current humanitarian and political landscape in Bangladesh
- Understanding of expected outcomes and deliverables

### 5. Proposed Approach and Methodology

- Overall strategy for meeting the objectives
- Methodology:
  - Document review
  - Stakeholder consultation (approach, tools, actors)
  - HD space mapping
  - Strategy formulation (participatory processes, validation)
  - Engagement plan development
  - M&E framework
- Consideration of inclusivity and cultural sensitivity
- Any proposed tools/platforms

### 6. Work Plan and Timeline

- Table or Gantt chart with key activities and deliverables over the 2-month timeline
- Review and feedback milestones

### 7. Deliverables

- Inception report
- Draft HD strategy

- Stakeholder engagement plan
- Final HD strategy
- Executive summary

#### **8. Consultant/Team Composition and Expertise**

- Summary bios and roles
- CVs (annexed)
- Organizational chart (if applicable)

#### **9. Past Experience and References**

- Summary of similar work (at least 3 examples)
- Client, objectives, scope, and results
- Two professional references

#### **10. Risk Management and Quality Assurance**

- Anticipated risks and mitigation strategies
- Internal review and quality control mechanisms

#### **11. Annexes**

- CVs
- Work samples
- Reference letters (if any)

## Annex 2: Financial Proposal Template

Financial Proposal for the Development of Humanitarian Diplomacy Strategy for BDRCS  
(To be submitted separately in PDF as per the TOR)

### 1. Cover Page

- Title of the consultancy
- Name of firm/consultant
- Date of submission

### 2. Summary of Costs

Cost Item	Unit	Quantity	Unit Cost (BDT)	Total (BDT)
Professional Fees (Consultant 1)	Day	XX	XXX	XXX
Professional Fees (Consultant 2/Support)	Day	XX	XXX	XXX
Travel Costs (if applicable)		-	-	XXX
Communication		-	-	XXX
Logistics (meeting venues, etc.)		-	-	XXX
Miscellaneous		-	-	XXX
<b>Subtotal</b>				<b>XXXX</b>
Applicable Taxes				<b>XXXX</b>
<b>Total (Inclusive of Taxes)</b>				<b>XXXX</b>

### 3. Budget Notes

- Clearly explain the basis of cost estimates and assumptions (e.g., daily rates, number of days, lump sum breakdowns)
- Clarify whether travel or logistics are assumed to be reimbursed or included

#### 4. Payment Schedule (optional but useful)

<b>Deliverable</b>	<b>% of Total Fee</b>
Upon submission and approval of the Inception Report	20%
Upon submission of the Draft Strategy and Stakeholder Plan	40%
Upon submission and approval of the Final Strategy	40%