**Terms of Reference (ToR): Hiring a consultant for Scoping Review of Plan International Bangladesh’s Youth Advisory Panel (YAP)**

**1. About Plan International**

Founded over 85 years ago, Plan International is one of the oldest and largest children's development and humanitarian organizations in the world. Plan International plays an important role in mobilizing children, communities, and civil society organizations to claim the rights of children, especially girls and achieve agreed-upon local development priorities, towards a commitment to ensuring the well-being of children in support of the United Nations Convention on the Rights of the Child (UNCRC). Plan International works in fifty-two developing countries across Africa, Asia and South America, and twenty-one countries raise funds to support these efforts.

**1.1 About Plan International Bangladesh**

Plan’s vision is of a world in which all children realize their full potential in societies that respect people’s rights and dignity, with high-quality programs that deliver long-lasting benefits. Children are at the heart of everything we do.

Plan International has been operating in Bangladesh since 1993. Plan International Bangladesh’s Country Strategy (2020-2030) is designed to empower adolescent girls and young women, to be heard, to live without fear of violence and to achieve their rights. In doing so, Plan international Bangladesh (Plan Bangladesh) will:

* empower children and young people as drivers of systemic change to gender norms and power relationships;
* promote an enabling environment for girls and young women to realize their sexual and reproductive health and rights and to live free from violence;
* raise public and private sector support for young women to access decent work opportunities in the twenty-first century labour market and have control over resources.

Plan International Bangladesh has the country office in Dhaka, from where we are operating projects in Dhaka, Rangpur, Barisal and Chittagong divisions. Since 2017, we have a strong presence at Cox’s Bazar district under Chittagong division. Along with our main office at Cox’s Bazar, we have two more field offices at Ukhiya and Teknaf. By following the global mandate on emergency response and Disaster Preparedness Process (DPP) 4[[1]](#footnote-1), Plan Bangladesh supports both the Rohingya and host communities through humanitarian projects that provide lifesaving and resilience building assistance, while incorporating disaster risk management in its development work, to ensure protection of the most vulnerable groups, such as children, girls and young women, from the harmful impacts of conflicts, disasters and climate change. Plan Bangladesh also is also strengthening its position within the climate resilience sphere, through a climate resilience model to contribute towards a long-term program that will provide durable solutions for girls, young women and youth in climate impacted areas, with a specific focus on their resilience and adaptive capacity building to the effects of climate change. Through this initiative, Plan Bangladesh will also be a host to the global climate hub which will support the implementation of the model.

**2. Background of the Study**

Plan International Bangladesh is committed to advancing meaningful youth engagement as a cornerstone of its mission to promote children’s rights and gender equality. As part of this commitment, the organization established a Youth Advisory Panel (YAP) to create a formal platform through which young people—particularly those aged 15 to 24—can influence organizational strategies, shape programme priorities, and participate in decision-making processes.

The YAP is envisioned as a diverse and inclusive body of youth leaders who act as strategic advisors and community changemakers. As the panel has evolved, so too has the need to revisit its structure, function, and alignment with both Plan International’s global standards and emerging youth-led practices.

To ensure the continued relevance, inclusivity, and effectiveness of the YAP, Plan International Bangladesh is initiating a scoping study. This study will assess the current model, identify opportunities for strengthening, and explore avenues to better institutionalize youth voices within the organization’s governance and programmatic architecture.

**3. Details of this Assignment**

**3.1 Specific Objectives of the Study**

The primary objective of this consultancy is to undertake a comprehensive scoping study of youth advisory models to generate actionable insights that will strengthen the structure, effectiveness, and strategic alignment of Plan International Bangladesh’s Youth Advisory Panel. Specifically, the study aims to:

1. Examine the current structure and functioning of the YAP to identify opportunities for strengthening its influence, inclusiveness, and overall impact.
2. Assess the extent to which the YAP has contributed to promoting youth leadership and facilitating meaningful engagement across organizational processes.
3. Identify gaps and challenges within the current model and provide clear, practical recommendations to align the YAP with Plan International’s global standards and the strategic priorities of the Bangladesh Country Strategy.

**3.2 Key Questions of the Study**

Although the objectives of the study are defined above, Plan Bangladesh seeks answers to the following key questions. However, this list is not exhaustive. The Consultant/Firm is expected to expand upon these questions and provide additional key inquiries, detailing them in the data collection tools as appropriate.

|  |  |
| --- | --- |
| **Theme/Area** | **Key Questions** |
| Structure and function(s) of the YAP | 1. What structural elements (e.g. composition, selection process, tenure, representation) are working well, and what are their limitations? 2. How can the YAP’s structure be adapted to ensure greater diversity, regional representation, and equity (e.g. gender, ability, socio-economic background)? 3. What roles, responsibilities, and decision-making authority should YAP members hold to maximize their influence at both strategic and operational levels? 4. What governance and accountability mechanisms could enhance YAP’s credibility and consistency? 5. How can the YAP’s visibility, legitimacy, and linkages with internal teams and external stakeholders be improved? |
| Strategic contribution and influence | 1. How have YAP members engaged with Plan’s programming, influencing, or strategy processesand what outcomes have resulted from their involvement? 2. What opportunities, resources, or platforms have been provided to develop the leadership capacities of YAP members? 3. How do YAP members and Plan staff perceive the depth and quality of youth engagement within the organization? 4. What specific barriers (e.g. cultural, procedural, attitudinal) have limited the effectiveness of YAP as a model for youth leadership? 5. What improvements can be made to embed more meaningful, regular, and impactful youth participation across different departments? |
| Recommendations for better alignment | 1. To what extent is the current YAP model aligned with Plan International’s Global Youth Engagement Standards and Feminist Leadership Principles? 2. What are the key design, operational, and policy gaps that limit alignment with strategic priorities (e.g. influencing, youth-led accountability, localization)? 3. Which global or national youth advisory models offer promising practices that can be adapted to the Bangladesh context? 4. What strategies can be adopted to institutionalize the YAP more effectively within Plan’s governance and decision-making structures? 5. What concrete, time-bound, and context-specific recommendations can be made to improve the sustainability, effectiveness, and strategic value of the YAP? |

**3.3 Scope of the Study**

The consultant/firm will be responsible for designing and executing a scoping study that generates forward-looking, actionable insights to enhance the Youth Advisory Panel model of Plan International Bangladesh. Specifically, the consultant/firm will carry out the following tasks:

1. **Desk Review and Literature Mapping**
   1. Conduct a comprehensive desk review of all relevant internal and external documents, including but not limited to: the existing YAP Terms of Reference, workplans, activity reports, meeting minutes, internal reviews (if any), Plan International’s Global Youth Engagement Standards, Feminist Leadership Principles, and relevant academic or practitioner literature on youth engagement and advisory mechanisms.
   2. Review case studies and documented experiences of YAP models across Plan International Country Offices and comparable organizations (INGOs, UN agencies, national youth networks) to identify global good practices and innovations.
2. **Stakeholder Consultations**
   1. Design and implement a participatory consultation process engaging but not limited to:
      1. Current and former YAP members (ensuring diversity across gender, location, age, and background);
      2. Key Plan International Bangladesh staff across departments (programmes, influencing, communications, leadership);
      3. Regional and Global youth engagement focal points within Plan International;
      4. External stakeholders such as youth-led CSOs, youth networks, or partners working in adolescent and youth engagement.
   2. Apply mixed-method approaches (e.g. Key Informant Interviews, Focus Group Discussions, participatory tools) to capture nuanced insights and diverse perspectives.
3. **Analysis and Assessment**
   1. Assess the YAP’s structure, inclusivity, decision-making roles, and engagement mechanisms to identify strengths, gaps, and risks.
   2. Examine the extent to which the YAP aligns with Plan’s global youth engagement commitments, as well as the current Country Strategy.
   3. Analyze the enabling and inhibiting factors for youth influence, leadership development, and institutional integration of youth voice.
   4. Benchmark the YAP against comparable youth advisory structures to identify strategic lessons, scalable practices, and innovation opportunities.
4. **Validation Workshop**
   1. Design and facilitate a participatory validation workshop with YAP members, Plan staff, and other stakeholders to share preliminary findings and co-develop/refine recommendations.
5. **Report and Recommendations**
   1. Prepare a comprehensive, insight-driven final report that includes:
      1. A synthesis of findings from the desk review and consultations;
      2. Comparative analysis with other advisory models;
      3. Identified gaps and barriers;
      4. Strategic, actionable recommendations to enhance the YAP model’s structure, effectiveness, and alignment with Plan’s priorities;
      5. Suggested roadmap or options for institutionalizing youth engagement within Plan Bangladesh.
   2. Provide a presentation and executive summary suitable for internal learning and external sharing, as required.

**3.4 Key Deliverables of this Assignment**

The consultant/firm is expected to produce the following key deliverables as part of this assignment:

1. **Inception Report**
   1. A concise report (maximum 8 pages, excluding annexes) outlining the consultant’s understanding of the assignment, detailed methodology, stakeholder mapping, data collection tools, ethical considerations, and a proposed timeline.
   2. The inception report must be approved by Plan International Bangladesh prior to commencing primary data collection.
2. **Desk Review Summary**
   1. A brief summary synthesizing insight from internal documentation (e.g., YAP ToR, reports, strategic documents) and relevant external resources (e.g., global YAP models, youth engagement literature).
   2. The summary should highlight key trends, good practices, and initial observations relevant to the study.
3. **Stakeholder Consultation Summary**
   1. A documentation of all consultations undertaken (including FGDs, KIIs, or other formats), segmented by stakeholder group (e.g., current/former YAP members, Plan staff, external actors).
   2. Should include a brief narrative summary of key insights and emerging themes.
4. **Draft Report (with Raw Findings)**
   1. A comprehensive draft report (max. 30 pages, excluding annexes) capturing:
      1. Executive Summary
      2. Methodology and stakeholder profile
      3. Thematic analysis of findings
      4. Comparative insights from other advisory models
      5. Identified gaps, barriers, and opportunities
      6. Preliminary recommendations
   2. **Raw findings** (e.g., coded transcripts, anonymized notes, or structured summaries of each interview/discussion) **must be submitted as a separate annex at this stage** to enable internal review and triangulation.
5. **Facilitation of Validation Workshop**
   1. Design and conduct a participatory validation workshop with key stakeholders to present preliminary findings, test assumptions, and refine recommendations.
   2. A summary note capturing the workshop design, participants, and key feedback must be submitted.
6. **Final Report and Strategic Recommendations**
   1. A final report, revised based on Plan International Bangladesh’s feedback, including:
      1. A polished executive summary (2–3 pages)
      2. Strategic, actionable recommendations with short-, medium-, and long-term options
      3. A PowerPoint presentation (10–15 slides) summarizing key insights
      4. All relevant annexes: consultation tools, list of respondents (coded), workshop materials, references, and raw data files (if further updated).

**4. Methodology, Data, and Ethical Guidelines**

**4.1 Methodology**

The consultant/firm is expected to adopt a **qualitative, participatory, and context-sensitive approach** to conduct this scoping study. The methodology should enable deep exploration of the current YAP model, while generating practical, forward-looking recommendations to enhance its structure, influence, and strategic relevance. The methodology should include, **but not be limited to**, the following components:

**a) Desk Review**

A structured review of key documents, including:

* Internal documents such as the existing YAP Terms of Reference, activity reports, workplans, meeting minutes, and evaluations (if any)
* Plan International’s global frameworks and standards (e.g., Global Youth Engagement Standards, Feminist Leadership Principles, Country Strategy 2030)
* National policy documents and relevant grey literature on youth engagement in governance and development
* Case studies or documentation of youth advisory models within Plan International and comparable organizations (UN agencies, INGOs, national youth networks)

This review will inform the development of tools and stakeholder engagement strategies.

**b) Stakeholder Mapping and Engagement**

The consultant will conduct **targeted consultations** using qualitative tools such as Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and participatory workshops. Stakeholders will include:

* **Current and former YAP members** (ensuring diversity across gender, age, geography, and background)
* **Plan International Bangladesh staff** from programme, influencing, communications, and leadership teams
* **Regional and global youth engagement focal persons** from Plan International
* **External stakeholders**, such as youth-led organizations, national youth platforms, CSOs, and government representatives (as relevant)

Stakeholder engagement should prioritize youth-friendly, inclusive, and safe spaces for sharing, and follow ethical research and safeguarding guidelines.

**c) Comparative Analysis**

The study will draw lessons from successful youth advisory models across Plan International and other organizations to identify scalable innovations and design options that are relevant to the Bangladesh context. This may involve:

* Reviewing secondary data
* Conducting brief expert interviews (virtual or in-person)
* Mapping key features of selected models (e.g., governance, influence, capacity development)

**d) Thematic Analysis**

Collected data should be analyzed thematically to identify recurring patterns, outliers, and strategic opportunities for strengthening the YAP. The analysis should pay particular attention to:

* Structural effectiveness and representation
* Influence and integration into decision-making
* Leadership development and member experience
* Institutionalization and alignment with organizational priorities

**e) Validation and Co-creation**

The consultant will design and facilitate a **validation workshop** to present preliminary findings to key stakeholders and co-create/refine recommendations. Feedback from this workshop should be reflected in the final report.

**4.2 Data Quality Assurance and Limitations**

The consultant/firm should indicate in their proposal a quality assurance plan that sets out the systems and processes for ensuring the quality of all key deliverables from the start to end of this consultancy. This should include the proposed approaches to:

* Piloting of all tools with non-selected participants.
* Training of enumerators, field supervisors, interviewers, and data entry teams including in safeguarding and research ethics.
* Logistic and management planning of the study.
* Field work protocols and data verification, including back-checking and quality control by supervisors.
* Data cleaning and editing before analysis.

**4.3 Ethics**

Plan International is committed to ensuring that the rights of those participating in data collection or analysis are respected and protected, in accordance with the *Ethical MERL Framework* and our *Global Policy for Safeguarding Children and Young People (Annex 2)*.

Appropriate, safe, non-discriminatory participation of all stakeholders will be ensured, and special attention will be paid to the needs of children and other vulnerable groups. The data collection methods will uphold the dignity, safety, privacy, and sensitivities for the girls and young women that they interact with. Confidentiality and anonymity of participants will be guaranteed as these personal identifiable data will not be published anywhere and will only be used to ensure data quality by persons who have received safeguarding and ethical standards orientation.

**5. Timeframe of this Assignment**

The total consultancy is expected to be completed within **55 calendar days**, including the production of final deliverables. The timeline can vary due to various reasons and will be finalized in consultation with the selected consultant(s)/firm after onboarding.

| **Activity** | **# of Days** | **Responsible** |
| --- | --- | --- |
| Submit inception report and tools | 7 days | Consultant(s)/firm |
| First review of inception report and tools | 5 days | Plan Bangladesh |
| Addressing feedback on the tools and inception report | 2 days | Consultant(s)/firm |
| Review the revised inception report and finalize the report and tools | 2 days | Plan Bangladesh |
| Data enumerators training, data collection, review, and analysis | 20 days | Consultant(s)/firm |
| Submit 1st draft report with all supplementary materials, outlined in section 3.4 | 4 days | Consultant(s)/firm |
| Review 1st draft report | 5 days | Plan Bangladesh |
| Conduct the validation workshop, address feedback and submit 2nd draft report | 4 days | Consultant(s)/firm |
| Review 2nd draft report | 4 days | Plan Bangladesh |
| Submit final report with all supplementary materials, outlined in section 3.4 | 2 days | Consultant(s)/firm |
| **Total number of days** | **55 days** |  |

**6. Supervision and Management of Assignment**

The consultant/firm will work under the management of the Advisor-CYL of Plan Bangladesh. Additionally, the Research and Knowledge Management Specialist will also provide technical supervision to the consultant/firm as appropriate for this assignment. The consultant/firm will be directly accountable to the Plan Bangladesh focal person(s) and will keep the focal person(s) continually informed on the progress of the assignment updates via email and other forms of communication.

**7. Expected Competencies of Consultant/Firm**

To ensure the successful execution of this scoping study, Plan International Bangladesh invites qualified and experienced professionals to contribute to the assignment. Proposals may be submitted by individuals or firms. Bidders are required to submit the CVs (maximum of 4 pages each) of all proposed experts, accompanied by a brief summary for each in the designated section of the proposal. The consultant/firm should possess the following skills, experience, and competencies:

* Demonstrated experience in designing and conducting scoping studies, evaluations, or organizational assessments—preferably within the youth engagement or governance sectors.
* Proven expertise in youth participation, youth advisory models, and adolescent/youth-led approaches, particularly in development or rights-based contexts.
* Strong track record of working directly with young people in co-creation processes, participatory research, or consultative design.
* Sound knowledge of gender equality, children’s rights, and girls’ empowerment, with the ability to apply an intersectional and inclusive lens to analysis and engagement.
* Familiarity with feminist principles, anti-racist practices, and gender-transformative approaches, particularly in the context of youth engagement.
* Excellent qualitative research, facilitation, and analytical skills, including the ability to synthesize complex information into actionable insights.
* Strong writing and communication skills in English, with the ability to prepare high-quality reports and engaging presentations for diverse audiences.
* Ability to work independently and deliver high-quality outputs within tight deadlines and complex operating environments.
* Familiarity with Plan International’s mission, values, and programmatic priorities, or prior experience working with similar international child- and youth-focused organizations.

**Data Enumerators**:

The consultant/firm may choose to recruit data enumerators as per their plan, and in such case, should include the associated costs in their proposed budget.

**8. Application Process**

Please submit the proposal, along with the CVs of the lead consultant and other experts (as applicable), relevant work samples, and details of three references electronically to the specified email address [planbd.consultant.hiring@plan-international.org](mailto:planbd.consultant.hiring@plan-international.orgg) with the title **“Proposal for Scoping Review of Plan International Bangladesh’s Youth Advisory Panel”** as subject line.

Proposal submitted to any other email account or address except this will be treated as disqualified.

Submissions after the deadline on **August 30, 2025** will be treated as disqualified.

Two different folders i.e. technical and financial should be submitted into one zip folder with a cover letter. The proposals should be submitted in pdf format.

**Preparation of proposal:** The proposal should be divided into **two parts**: i) technical; and ii) financial and submitted in two **separate** folders.

**i) Outline of the technical proposal:** The technical part of the proposal should not exceed **15 pages** and **MUST** include the following elements:

* A detailed methodology and timeframe, including dates for the submission of the inception report, final deliverables, and a detailed working schedule.
* A summary of experience in conducting similar projects.
* CVs of the Team Leader and key team members, highlighting relevant experience to carry out the scoping study as annexure.
* The proposal should also include a summary of the technical experts and Team Leader’s experience and outline how it aligns with the scope of work.

The proposal **should not** contain any publicity materials or brochures about the bidder. To maintain consistency in the proposal, bidders are instructed to follow the structure below:

|  |  |
| --- | --- |
| **Chapter** | **Page Limit (max.)** |
| Introduction | 1 page |
| Purpose and objectives | 2 pages |
| The technical aspect of the proposal, methodology, analytical framework, and work plan | 9 pages |
| Proposed team, consultant/firm’s summary of experience | 3 pages |
| **In total** | **15 pages** |
| *\*Exceeding the page limit may result in a disadvantage in terms of assessing the proposals* | |

**ii) Outline of the financial proposal:** Interested bidders have to submit their financial proposal along with the technical proposal as specified above. The financial proposal should be inclusive of all VAT and taxes as per the policy of the Government of Bangladesh, which will be deducted at source before payment. Expenses not specified in the financial proposal or not mentioned in any section of the agreement shall be the sole responsibility of the Consultant/Firm. If any data is found to be unacceptable, field visits should be conducted to rectify any errors. Other notes for the financial proposal are as follows:

* The proposed price will be considered a single package fee for the entire service and deliverables. The agreed price will be paid to BDT directly by the Plan Bangladesh office.
* The consultant/firm shall be solely responsible for the insurance (health, travel, etc.) of themselves and their team members.
* All pages of the financial proposal should be signed by the respective representative of the bidder organization. In case of submission via email, the consultant/firm must ensure that the document is signed, scanned, and sent.
* All costs should be inclusive of VAT and taxes.
* The financial proposal must include a copy of the VAT registration certificate (for consulting firms) and a copy of a valid TIN certificate.
* The validation workshop will be arranged by Plan Bangladesh, the consultant/firm will be in charge of the technical aspects of the workshop.

For any clarification, please contact Mr. Enamul Haque, Admin and Procurement Specialist, Plan International Bangladesh, Email: [Enamul.Haque@plan-international.org](mailto:Enamul.Haque@plan-international.org)

**9. Payment Schedule**

The payment for this assignment will be made in 3 (three) instalments, following the below schedule-

|  |  |  |
| --- | --- | --- |
| **Instalments** | **Percentage** | **Timeline** |
| First instalment | 30 | After receiving the inception report with detailed methodology and other contents |
| Second instalment | 30 | After receiving the first draft report and relevant supplementary materials |
| Third instalment | 40 | After the acceptance of final report and other related contents |

Payment will be disbursed upon the approval of the Advisor-CYL of Plan Bangladesh. Until and unless there is consensus on the materials agreed by both parties, Plan Bangladesh will not pay for the quoted and agreed price.

**10. Parameters for Selection**

The following table outlines the selection criteria-

|  |  |
| --- | --- |
| **Criteria** | **Score** |
| Relevant competency of team leader and team composition | 35 |
| Appropriate methodology to address study objectives | 40 |
| Amount of budget and justification | 25 |

**11. Penalty Clause**

The consultant(s)/firm is expected to provide services within the agreed timeframe as well as submit the final report maintaining the quality as mentioned in this ToR. If the quality is not maintained as agreed, Plan International Bangladesh will deduct 5% of the total agreement amount. If for any reason, the consultant(s)/firm fails to deliver services within the stipulated time, the consultant(s)/firm needs to inform Plan International Bangladesh in time with a valid and acceptable explanation. Failing to do this may invoke a penalty clause at the rate of 1% for each day of delay.

**12. Bindings**

All documents, contents, photos, papers and data produced during the assignment are to be treated as Plan International Bangladesh’s property and restricted for public use.

**13. Annexes**

Annex 1: Plan International Global Policy for Safeguarding Children and Young People  


Annex 2: Ethical MERL Framework  


Annex 3: Plan International Global PSHEA Policy



Annex 4: Plan International Global Policy on Gender Equality and Inclusion



Annex 5: Plan International Conflicts of Interest Policy



Annex 6: Plan International Global Anti-Fraud Policy

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1. Disaster Preparedness Plan (DPP) 4, Plan International Bangladesh, 2021. [↑](#footnote-ref-1)