

TERMS OF REFERENCE (ToR)

Consultancy for Development of Five-Year Organizational Strategic Plans (2027–2031) for Three Local Peer Humanitarian Partners

The consultant reports to: ("Senior Coordinator")	Taslima Akter Project Focal Point, ToGETHER 2.0 project Centre for Disability in Development (CDD) Phone: 01715462148
Name of consultant/ Agency:	Consultant/Agency name, email address, phone
Description of consultancy	The consultant will support the development of five-year organizational strategic plans (2027–2031) for three Peer Humanitarian Partners (PHPs): SANGRAM, MDPOD and GJUS. Considering their different organizational, geographical and programmatic contexts, the consultancy will use a participatory, context-specific and organization-led approach. This will include reviewing organizational capacity, programmes, achievements, challenges and external context, and consulting leadership, staff, governing bodies and relevant stakeholders. The strategic plans will define each organization's vision, mission, strategic priorities, objectives, expected results, institutional strengthening needs, resource mobilization and partnership priorities, monitoring and learning mechanisms, and implementation roadmap. The consultancy will also consider relevant humanitarian, climate, disaster, development and localization contexts in Bangladesh, resulting in three practical and organization-specific strategic plans for 2027–2031.

1. Background and Rationale

The Centre for Disability in Development (CDD), in partnership with Malteser International (MI), is implementing the ToGETHER 2.0 Project, supported by the German Federal Foreign Office (GFFO). The project aims to strengthen local humanitarian actors, promote equitable partnerships, enhance organizational capacity, and support locally led and people-centred humanitarian action.

Under ToGETHER 2.0, CDD is supporting three Local Peer Humanitarian Partners (PHPs) under the component Peer Mentoring:

- Sangathita Gramunnyan Karmasuchi (SANGRAM), Barguna
- Manikganj Disabled Peoples Organization to Development (MDPOD), Manikganj
- Grameen Jano Unnayan Sangstha (GJUS), Bhola

As part of the organizational strengthening process, CDD intends to support each PHP in developing a Five-Year Organizational Strategic Plan for 2027–2031.

The three organizations have different institutional histories, mandates, geographical locations, program experiences, capacities, community contexts and organizational priorities. Therefore, the strategic planning process should be organization-led, participatory and context-specific, rather than developing a common or standardized strategy for all three PHPs.

The strategies should consider each organization's achievements, learning, institutional capacity, program portfolio, stakeholder relationships and future aspirations, as well as relevant humanitarian, development, climate, disaster risk, disability, gender, localization and civil society contexts.

2. Purpose of the Consultancy

The purpose of this consultancy is to facilitate the development of three practical, participatory and context-specific Five-Year Organizational Strategic Plans (2027–2031) for SANGRAM, MDPOD and GJUS.

The process will support each PHP to clarify its strategic direction, identify organizational and program priorities, strengthen institutional sustainability, and develop realistic implementation and monitoring frameworks for the five-year period.

3. Specific Objectives

The consultant/agency will:

1. Assess the current organizational position, capacity, achievements, challenges and learning of each PHP.
2. Review existing strategies, programs, policies, organizational systems and institutional development priorities.
3. Analyze relevant internal and external factors influencing each organization.
4. Consider humanitarian, development, climate and disaster risks and opportunities relevant to each PHP.
5. Facilitate meaningful consultations with leadership, governing bodies, management, staff and relevant stakeholders.

6. Support each PHP to define or refine its vision, mission, values and strategic positioning.
7. Identify strategic priorities and objectives for 2027–2031.
8. Identify institutional strengthening priorities and organizational development needs.
9. Identify opportunities for partnerships, localization, resource mobilization and organizational sustainability.
10. Develop strategic results, indicators and practical implementation roadmaps.
11. Establish appropriate mechanisms for monitoring, learning, periodic review and adaptation.
12. Finalize three separate Five-Year Organizational Strategic Plans based on validation and feedback.

4. Scope of Work

The consultant will:

1. Review existing documents and organizational performance of SANGRAM, MDPOD and GJUS, including their strategies, programs, achievements, challenges, organizational systems and learning.
2. Assess the internal and external context of each PHP, including humanitarian and development trends, climate and disaster risks, localization, funding opportunities, community needs, disability and gender inclusion, and other relevant factors.
3. Facilitate participatory consultations with governing bodies, management, staff, community representatives, partners and other relevant stakeholders.
4. Facilitate strategic planning for each PHP, including vision, mission, values, strategic priorities, objectives and organizational positioning for 2027–2031.
5. Identify institutional strengthening and sustainability priorities, including governance, HR, finance, MEAL, safeguarding/PSEAH, accountability, partnerships and resource mobilization, as relevant to each organization.
6. Develop results frameworks and five-year implementation roadmaps with key results, indicators, actions, responsibilities and timelines.
7. Facilitate validation and finalize three separate strategic plans, ensuring that each plan reflects the organization's specific mandate, context, priorities and capacities

5. Expected Deliverables

The consultant will deliver:

1. Inception Report and Detailed Work Plan
2. Organizational and Context Assessment for the three PHPs
3. Stakeholder Consultation/Strategic Planning Workshop Reports

4. Draft Five-Year Strategic Plans (2027–2031) for SANGRAM, MDPOD and GJUS including Strategic Results Framework and Five-Year Implementation Roadmap for each PHP
5. Validation and Review Sessions with the respective PHPs
6. Three Final Five-Year Organizational Strategic Plans (2027–2031)

Each final strategic plan should be practical, user-friendly and sufficiently detailed to guide organizational decision-making, program development, resource mobilization and institutional strengthening during 2027–2031.

6. Timeline

The consultancy is expected to require approximately 30 days, commencing on 15 October 2026, the date of contract signing, and to be completed by 15 December 2026, within the agreed consultancy period.

Activity	Days
Contracting, inception and document review	3
Organizational and context assessment	6
Stakeholder consultations and organizational discussions	8
Strategic planning workshops (online)	5
Preparation of draft strategic plans and results frameworks	5
Validation and finalization (online)	2
Final submission	1
Total:	30

The detailed schedule will be finalized with CDD and the respective PHPs during the inception phase.

7. Required Qualifications and Experience

The consultant/consulting team should have:

- A postgraduate degree in Development Studies, Social Sciences, Organizational Development, Management or a relevant discipline.
- Demonstrated experience in developing organizational strategic plans for NGOs, CSOs, humanitarian or development organizations.
- Strong experience in organizational development and institutional strengthening.
- Experience in participatory strategic planning, organizational assessment and stakeholder consultation.
- Good understanding of the Bangladesh humanitarian and development context.

- Experience working with local/national civil society or humanitarian organizations will be an advantage.
- Knowledge of climate change, disaster risk reduction, disability inclusion, gender and localization will be an advantage.
- Experience in developing results frameworks, implementation roadmaps and monitoring frameworks.
- Strong facilitation, analytical and report-writing skills.
- Ability to translate organizational aspirations into practical and achievable strategic priorities.

8. Consultancy Fee

The total consultancy fee for this assignment is inclusive of applicable VAT and taxes. The consultancy fee will be provided by CDD through the ToGETHER 2.0 Project, subject to the agreed terms and conditions of the consultancy.

The agreed amount will cover the professional services required to complete the assignment and deliver the outputs specified in this ToR, unless otherwise agreed in writing. Applicable VAT and taxes will be deducted at source in accordance with prevailing Government of Bangladesh rules and regulations.

9. Payment Schedule

The consultancy fee shall be paid in two instalments. Forty percent (40%) of the total consultancy fee shall be paid upon signing of the consultancy agreement and commencement of the assignment, subject to submission of the agreed inception/assessment deliverables. The remaining sixty percent (60%) shall be paid upon satisfactory completion of the assignment and acceptance by CDD of all final deliverables, including the revised HR Policies and Service Rules, completion of the required orientation/validation sessions, and submission of the consultancy completion note. All payments shall be subject to applicable VAT and taxes in accordance with the prevailing laws and regulations of Bangladesh.

10. Safeguarding, PSEAH and Confidentiality

The consultant/consulting firm will comply with CDD's applicable safeguarding, PSEAH and Code of Conduct requirements throughout the assignment; maintain confidentiality and protect sensitive information; uphold professional and respectful conduct; obtain appropriate consent during consultations; declare any conflict of interest; report safeguarding concerns through appropriate channels; and ensure that the consultancy process does not expose any stakeholder to unnecessary risk or harm.

11. Evaluation Criteria

The selection will be based on 80% technical and 20% financial evaluation.

Technical Evaluation: 80%

Criteria	Weight
Understanding of the assignment and context of the three PHPs	15
Proposed methodology and strategic planning approach	20
Relevant strategic planning experience	15
Knowledge of Bangladesh humanitarian/development and localization context	10
Organizational development, institutional strengthening and sustainability experience	10
Work plan, consultation/facilitation approach and proposed deliverables	10
Total:	80

A minimum technical score of 56 out of 80 (70%) will be required to qualify for financial evaluation.

Financial Evaluation: 20%

The financial proposal will be assessed based on:

- Reasonableness and competitiveness of the proposed fee;
- Clarity and completeness of the financial proposal; and
- Inclusion of all relevant costs.

The final selection will be based on the combined technical and financial scores, subject to CDD's procurement procedures and satisfactory verification of the consultant's experience and references.

12. Application Procedure

Interested individual consultants or consulting firms are invited to submit:

Technical Proposal

- Cover letter;
- Understanding of the assignment;
- Proposed methodology and approach;
- Work plan;
- CV/profile of consultant/agency (s);
- Evidence of relevant previous assignments; and

- At least two professional references.

Financial Proposal

- Total consultancy fee;
- Professional/day rate;
- Travel or other applicable costs, if any; and
- VAT and Tax details.

Required documents:

Valid Trade license, TIN Certificate with proof of up-to-date income tax filing, BIN Certificate, VAT Registration (if available), Bank solvency certificate, previous working experience with photocopy of work orders, and profile of the business organization.

Applications should be submitted to:

Email: cddjobsac@gmail.com

Deadline: 10/10/2026

Subject: *Consultancy for Development of Five-Year Strategic Plans*

CDD reserves the right to contact shortlisted applicants for clarification, further discussion and/or negotiation of the proposed methodology, timeline and financial proposal.

Contact Address

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