



TERMS OF REFERENCE (TOR)

For Consultant/ Consultancy Firm for Existing Policies Review, Organizational Strategy and Resource Mobilization Strategy Developing.

Abstract

This assignment aims to develop a comprehensive five-year organizational strategy for DYDF, including updated policies, a resource mobilization model and a strategic branding plan, aligned with national and donor standards. The consultant will conduct Ex-Post and Ex-Ante policy analyses, stakeholder consultations and participatory workshops to ensure evidence-based, practical and sustainable recommendations. The assignment also includes capacity-building sessions for staff and actionable plans to enhance DYDF's long-term institutional effectiveness and youth leadership impact.

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GLOSSARY AND ABBREVIATIONS

This section defines key technical terms, concepts and abbreviations used in this ToR to enhance clarity and readability.

Table 1: GLOSSARY AND ABBREVIATIONS

Term / Abbreviation	Definition / Explanation
Ex-Post Policy Analysis	Assessment of existing policies to evaluate their effectiveness, compliance with standards, gaps and impact on organizational operations.
Ex-Ante Policy Analysis	Evaluation of draft or proposed policies to determine feasibility, alignment with donor requirements, potential risks and expected outcomes before implementation.
KII (Key Informant Interview)	Structured interviews with selected individuals (staff, experts, stakeholders) to gather detailed information and insights relevant to strategy and policy development.
FGD (Focus Group Discussion)	A participatory discussion with a group of stakeholders to explore perspectives, experiences and feedback on organizational policies, strategy and project interventions.
DYDF	Dhrubotara Youth Development Foundation, the implementing partner organization for this project.
NGOAB	Non-Governmental Organizations Affairs Bureau – Government body responsible for oversight and regulation of NGOs in Bangladesh.
MRA	Microcredit Regulatory Authority – Government agency overseeing microfinance and related programs in Bangladesh.
CSO	Civil Society Organization – Non-governmental organizations, community-based organizations and networks that operate in public interest.
EC	Executive Committee – Governing body of DYDF providing oversight and strategic direction.
Resource Mobilization	Process of identifying, securing and managing financial and non-financial resources (donors, grants, partnerships) to support organizational sustainability.
Branding Plan	Strategic plan to strengthen the organization's identity, visibility and communication with stakeholders and donors.
Sustainability Plan	Strategy to ensure that the organization's programs, policies and resource mobilization efforts continue to have impact beyond the consultancy period.
Participatory Workshops	Interactive sessions involving staff, stakeholders and beneficiaries to co-create strategies, policies or action plans.
Micro-Teaching	Short practice sessions where participants deliver small portions of training or facilitation exercises to build skills and receive peer feedback.

Table of Contents

GLOSSARY AND ABBREVIATIONS	1
INTRODUCTION AND CONTEXT	3
About DYDF:	3
Details of the Project:	3
Objectives of the Assignment	4
Overall Objectives:	4
Specific Objectives	4
Scope of Work and Design	4
Methodology	6
Deliverables and Timeline	8
Management, Oversight and Reporting	9
RISK MANAGEMENT AND ASSUMPTIONS	9
SUSTAINABILITY AND FOLLOW-UP	9
Reporting Format / Deliverable Standards	9
Confidentiality and Intellectual Property	10
Communication and Coordination Protocol	10
Ethical Considerations (Optional but recommended)	10
Qualifications and Selection Criteria	10
Application Requirements	10
Budget and Logistics	11
PAYMENT MODALITIES	11
Proposed Payment Schedule:	11
APPLICATION PROCEDURE	11
Required Documents:	12
Proposal Submission	13

List Of Tables

Table 1: GLOSSARY AND ABBREVIATIONS	1
Table 2: INTRODUCTION	3
Table 3: Timeframe	8
Table 4: Technical Proposal Evaluation Matrix	12
Table 5: Financial Proposal Evaluation Matrix	12

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INTRODUCTION AND CONTEXT

Table 2: INTRODUCTION

Country	Bangladesh
Project title	EMPOWERING YOUTH LEADERSHIP THROUGH A MULTI-LAYERED MODEL
Funded By	UK Dasra
Supervising By	FYL Platform
Project period:	20 th September 2025 to 19 th September 2027
Implementing partner	Dhrubotara Youth Development Foundation (DYDF)

About DYDF:

DYDF is a non-governmental, non-partisan and non-profit organization committed to empowering youths in Bangladesh since 2000. DYDF is working to empower young people as catalysts for sustainable development by promoting climate justice, social inclusion and participatory governance; to build resilient communities through capacity building, policy advocacy and grassroots action; and to foster partnerships that amplify youth voices in shaping a just, equitable and environmentally secure future for all. By advocating for a skills-based education system, stimulating innovation and creating climate friendly entrepreneurship opportunities for the youth, DYDF strives to advance the interests of young people. The organization undertakes research to identify gaps and challenges in social development and promotes popular education in the fields of climate and drought management, water, alternative energy, food rights, organic agriculture, biodiversity conservation and vocational training and skills development.

Details of the Project:

“EMPOWERING YOUTH LEADERSHIP THROUGH A MULTI-LAYERED MODEL” is a project focusing on youth leadership development and implementing in ten districts in Bangladesh such as Dhaka, Barguna, Barisal, Patuakhali, Rangpur, Bagerhat, Chattogram, Naogaon, Joypurhat and Sunamganj. This project is providing soft skill training, networking scopes and civic engagement for youth friendly eco-system and inclusion of marginal youths.

Over two years, the project will achieve four key outcomes:

- I. Increasing outreach and mobilization of youth, youth led organizations,

- II. Expanding partnerships and cooperation among civil society actors,
- III. Strengthening interaction and dialogue between communities and government institutions for inclusive policy-making and civic engagements and
- IV. Enhancing the capacities of CSOs and youth networks for sustained civic engagement.

Key activities include participatory barefoot research, formation of civic engagement youth committees, conducting youth parliament, leadership dialogues and capacity building initiatives.

Objectives of the Assignment

Overall Objectives:

The primary objective of this assignment is to design and deliver a **comprehensive five-year organizational country strategy** for DYDF, aligned with the current geopolitical context and national development priorities of Bangladesh. The consultant will also develop a **dedicated resource mobilization strategy and donor database**, map potential funding sources and **review and upgrade DYDF's existing major organizational policies**—including HR, Financial, Procurement, Branding and Gender & Safeguarding policies—in alignment with **US/EU donor compliance standards**.

Specific Objectives

- I. **Develop a Five-Year Organizational Country Strategy** that realigns DYDF's vision, mission, branding, governance structure, thematic priorities, risk management framework, sustainability plan and strategic action points.
- II. **Design a Comprehensive Resource Mobilization Strategy**, including donor and funding source mapping, revenue generation models and realistic market-based approaches. The consultant will also conduct **capacity-building sessions and in-house training** for DYDF staff, members and stakeholders on resource mobilization and strategic planning.
- III. **Review and Upgrade Existing Organizational Policies** (HR, Financial, Procurement, Gender & Safeguarding and Branding) to ensure compliance with international donor standards (USA/UK/EU).
- IV. **Develop a Strategic Branding and Capacity Development Plan** that enhances DYDF's institutional identity, communication and visibility and provides actionable recommendations for future capacity strengthening initiatives.

Scope of Work and Design

The consultant will be responsible for carrying out the following tasks and deliverables under the guidance of DYDF and in consultation with relevant stakeholders:

- I. **Organizational Review and Analysis**
Review DYDF's existing strategic documents, operational systems, governance structure and organizational processes to understand the institutional context and identify areas for improvement.
2. **Policy Review and Analysis**

- Conduct **Ex-Post Policy Analysis** to evaluate the effectiveness, relevance and compliance of existing organizational policies.
 - Conduct **Ex-Ante Policy Analysis** to assess the feasibility, alignment and potential impact of new or revised policies, ensuring conformity with donor and regulatory standards (USA/UK/EU).
3. **Stakeholder Consultation and Data Collection**
Undertake **need-based Key Informant Interviews (KIIs), Focus Group Discussions (FGDs)** and targeted assessments with staff, Executive Committee members and key external partners to gather insights that inform strategic and policy development.
4. **Strategy and Resource Mobilization Design**
- Develop a comprehensive **Five-Year Organizational Country Strategy** reflecting DYDF's vision, mission, thematic priorities, risk mitigation and sustainability framework.
 - Design a separate **Resource Mobilization Strategy** including donor and funding source mapping, a donor database and revenue generation models.
5. **Policy Upgradation and Alignment**
- Review and update major organizational policies (HR, Financial, Procurement, Gender & Safeguarding, Branding) to ensure compliance with **international donor standards** and **national regulatory frameworks (NGOAB, MRA)**.
6. **Branding and Institutional Development**
- Formulate a **Branding and Communication Plan** that strengthens DYDF's visibility, identity and external engagement.
 - Provide a set of actionable **capacity-building and institutional development recommendations** to enhance organizational performance.
7. **Capacity Building and Training Delivery**
- Design and conduct **resource mobilization and strategy training** for DYDF staff and members.
 - Facilitate **in-house sessions, micro-teaching and peer-learning exercises** to strengthen internal facilitation, planning and implementation skills.
8. **Market and Sustainability Assessment**
- Conduct a **realistic market analysis** and sustainability assessment to identify feasible opportunities for long-term organizational growth and resilience.
9. **Collaboration and Validation**
- Work closely with DYDF's senior management, project team and Executive Committee throughout the assignment.
 - Present draft deliverables for feedback and validation before final submission.
10. **Key Deliverables**
- Five-Year Organizational Country Strategy
 - Resource Mobilization Model & Donor Database
 - Updated Organizational Policies (aligned with donor and national standards)

- Branding and Communication Plan
- Capacity-Building Recommendations and Training Report
- Final Comprehensive Report

Methodology

The consultancy will follow a **participatory, evidence-based and policy-focused approach** to ensure that every stage of the process reflects DYDF's priorities, values and operating context. The approach highlights collaboration, practical learning and data-driven insights to produce results that are both realistic and sustainable.

The process will combine policy analysis, stakeholder consultation, strategy design and capacity building. It will ensure that all outputs—organizational strategy, updated policies and resource mobilization plans—are practical, inclusive and aligned with donor expectations.

1. Desk Review and Situational Analysis

The first step will involve a detailed review of DYDF's existing documents, including its strategic plans, operational manuals, financial guidelines and policy papers. This review will help the consultant understand DYDF's institutional structure, strengths and challenges. It will also assess the broader national and geopolitical context—how government regulations, donor trends and youth development priorities influence DYDF's future direction.

2. Policy Analysis Framework

A structured policy analysis process will be applied using two complementary approaches:

- **Ex-Post Policy Analysis:**
This analysis will look at DYDF's existing policies to evaluate how effective they have been in practice. It will identify compliance gaps, overlaps and areas that need improvement to meet international donor standards.
- **Ex-Ante Policy Analysis:**
This method will assess new or draft policies before they are implemented. The goal is to ensure that each policy is realistic, feasible and well-aligned with donor compliance requirements and DYDF's operational capacity.

These two methods together will help DYDF strengthen its policy framework to be both functional and future-ready.

3. Stakeholder Engagement and Data Collection

The consultant will engage a range of internal and external stakeholders to ensure the strategy and policies reflect real needs and diverse perspectives.

This will include:

- **Key Informant Interviews (KIIs)** with senior staff, Executive Committee members and partner representatives.
- **Focus Group Discussions (FGDs)** with program teams and youth leaders.

- **Staff consultations and participatory discussions** to capture organizational experiences and aspirations. These consultations will help gather qualitative evidence and practical insights that will shape the strategy and policies.

4. Participatory Workshops and Co-Design

Once initial findings are gathered, the consultant will organize a series of participatory workshops.

These workshops will:

- Facilitate joint discussions on strategic priorities, thematic focus areas and risk management.
- Engage staff and board members in developing the five-year strategy, resource mobilization plan and branding framework.
- Build shared understanding and ownership among all participants.

The co-design process will make sure that the final documents are not just consultant-driven, but truly **DYDF-owned**.

5. Capacity Building and Learning Sessions

To strengthen DYDF's internal skills, the consultant will design and deliver targeted **training sessions** on strategy implementation, policy compliance and resource mobilization.

In addition, **micro-teaching and peer-learning exercises** will be introduced so that staff can practice facilitation, strategic planning and donor communication skills in a safe and supportive environment.

These sessions will be practical, interactive and focused on real examples from DYDF's work.

6. Real-World Context and Evidence Integration

Throughout the process, the consultant will draw on examples from DYDF's field experience and real community scenarios.

This will help connect abstract concepts—like governance, sustainability and policy standards—to the daily realities of DYDF's operations and the communities it serves.

By using actual case examples and success stories, the strategy and policies will be more grounded, relatable and easier for staff to apply.

7. Validation, Feedback and Continuous Improvement

Regular meetings will be held with DYDF's project team and Executive Committee to review progress and gather feedback. Draft versions of the strategy, policies and resource mobilization model will be shared for input before finalization. This ongoing feedback loop will ensure that all deliverables are practical, relevant and fully endorsed by DYDF leadership. At the end of the assignment, the consultant will present the final strategy, updated policies and resource mobilization framework along with clear recommendations for implementation and sustainability.

Deliverables and Timeline

The total duration of the assignment will be **60 calendar days** from the date of contract signing. The following table outlines the key activities, deliverables and the expected duration for each phase of the assignment.

Table 3: Timeframe

Deliverable / Activity	Description of Tasks and Outputs	Duration
Contract Signing	Formalize the agreement between DYDF and the consultant/firm, outlining scope, deliverables and payment terms.	1 Day
Inception Phase	Submission of a detailed work plan and inception report describing methodology, approach, tools and a day-by-day timeline for the assignment. This report will set the foundation for coordination and understanding between the consultant and DYDF.	6 Days
Assessment Preparation	Develop assessment tools, Key Informant Interview (KII) and Focus Group Discussion (FGD) guidelines, a stakeholder engagement plan and a desk review checklist to guide information gathering.	4 Days
Data Collection and Policy Analysis	Conduct KIIs, FGDs and staff consultations to collect primary data. Review existing documents and perform an Ex-Post Policy Analysis to assess the strengths, weaknesses and gaps of current policies. The consultant will also identify early inputs for strategy and policy updates.	16 Days
Drafting of Core Documents	Prepare the first drafts of the five-year organizational strategy, updated policies, branding and communication recommendations and resource mobilization model . Each component will be aligned with donor and national standards.	14 Days
Review and Feedback Phase	Present the draft outputs to DYDF staff and Executive Committee members in review meetings. Gather comments, suggestions and validation feedback. Make necessary revisions based on the discussions.	4 Days
Training and Capacity Building	Finalize training modules and learning materials. Deliver a three-day interactive training program for DYDF staff and stakeholders on strategy implementation, resource mobilization and policy compliance.	3 Days
Training Documentation and Youth Outputs	Collect and compile training documentation , including attendance sheets, photos and engagement notes. Support the development of youth-led advocacy action plans as part of the learning outcomes.	3 Days
Finalization of Outputs	Integrate all feedback received during the review and training phases. Finalize the five-year strategy, updated policies, branding plan and resource mobilization model , ensuring consistency and quality.	5 Days

Deliverable / Activity	Description of Tasks and Outputs	Duration
Final Report Submission	Submit the final comprehensive report that consolidates all deliverables — including strategy documents, updated policies, donor database, training results and recommendations for DYDF's next steps.	4 Days

Management, Oversight and Reporting

- The assignment will be conducted by hired consultant(s)/firm(s) and supervised by the DYDF project team, with guidance and oversight from project partners and where needed external technical advisers.
- Progress will be monitored through regular review meetings where the quality, inclusiveness and alignment of all deliverables with project objectives will be assessed.
- The consultant is expected to actively incorporate feedback from DYDF staff, Executive Committee members and relevant stakeholders into all drafts and final submissions.
- All outputs, including reports, strategies and training materials must meet professional standards and reflect the practical needs of DYDF and its stakeholders.

RISK MANAGEMENT AND ASSUMPTIONS

- **Potential Risks:** Delays in stakeholder availability, limited access to documents, logistical challenges.
- **Mitigation Measures:** Early engagement with stakeholders, flexible scheduling, remote consultations if required.
- **Assumptions:** DYDF will provide necessary documents, access to staff and cooperation from stakeholders.

SUSTAINABILITY AND FOLLOW-UP

- Outputs will be **institutionalized** through capacity-building sessions.
- Updated policies and strategies will be integrated into **daily operations**.
- Resource mobilization plans will support **ongoing funding and sustainability** beyond the consultancy period.

Reporting Format / Deliverable Standards

Specify what **format, language and style** is expected for deliverables:

- Word/PDF format, clearly structured, professionally formatted.
- Executive summary in English and Bangla (if needed).
- Visual aids (charts, tables) for strategy, donor mapping and resource mobilization.
- Draft version will be shared with drop box/ drive.

This avoids ambiguity and ensures quality.

Confidentiality and Intellectual Property

- All materials, reports and data collected during the consultancy are the **property of DYDF**.
- The consultant must maintain **confidentiality** and use the information only for purposes of this assignment.

Communication and Coordination Protocol

Although oversight is mentioned, clarifying **how communication will happen** improves clarity:

- Consultant will submit **weekly progress updates** to the DYDF project manager.
- Immediate notification for any challenges, delays or risks.
- Coordination with **Executive Committee and FYL Platform** at key milestones (e.g., submission of drafts, workshops, final strategy).

Ethical Considerations (Optional but recommended)

- Consultants/firms must ensure **ethical conduct** in data collection, especially with youth or marginalized groups.
- Obtain **informed consent** for participation in interviews, FGDs or training sessions.
- Maintain **confidentiality and respect cultural sensitivities** throughout the assignment.

Qualifications and Selection Criteria

The consultancy requires individuals or firms with the following qualifications and experience:

- **Professional Experience:** Minimum **10 years of experience** in youth development, civic engagement, leadership development, resource mobilization and organizational policy design.
- **Technical Expertise:** Strong understanding of **NGO compliance**, donor standards (USA/UK/EU) and rights-based approaches. Demonstrated expertise in **organizational strategy development, policy formulation and capacity-building initiatives**.
- **Communication and Facilitation:** Excellent facilitation, training and communication skills in both **Bangla and English**.
- **Field Experience:** Proven track record of working with **NGOs, grassroots organizations, and marginalized youth communities**.
- **Values and Commitment:** Strong commitment to **gender equality, social inclusion, and safeguarding standards**.

Application Requirements

Applicants must submit the following documents as part of their proposal package:

1. **Technical Proposal** – Maximum **12 pages**, demonstrating understanding of the ToR, proposed methodology, work plan and feasibility of completing the assignment within the specified timeframe.
2. **Financial Proposal** – Detailed budget including consultancy rate, number of working days, travel, logistics and other related costs (all in BDT).
3. **Curriculum Vitae (CV)** – Highlighting relevant experience and qualifications, including references. Applicants should provide proof of at least **three similar assignments successfully completed**.

4. **Business and Legal Documents** – Proof of **professional/business registration** and tax compliance.

Budget and Logistics

- Consultants are required to submit a **comprehensive, itemized budget** that clearly covers all aspects of the assignment, including **training design, logistics, translation and reporting costs**.
- All expenses for **travel, materials, accommodation and other operational needs** should be **detailed, reasonable and justified** in the budget.
- The budget should reflect **cost-efficiency** while ensuring the quality and timely delivery of all outputs.
- All financial figures must be presented in **Bangladeshi Taka (BDT)** and align with DYDF's guidelines and donor compliance standards.

PAYMENT MODALITIES

Payments for the assignment will be made in **installments**, based on the successful completion of the outputs and deliverables outlined in the ToR. All payments are subject to **DYDF's certification** that the work has been completed satisfactorily, in line with the agreed work plan and organizational standards.

- Payments will be processed via **bank transfer or account payee cheque** in the name of the consultant(s)/firm.
- Applicable **VAT and other taxes** will be deducted at source, according to government regulations.

Proposed Payment Schedule:

1. **30%** of the total contract value upon signing the contract and submission of the **Inception Report**, accompanied by a valid invoice.
2. **30%** upon submission of the **first draft of the training module** and related draft deliverables, accompanied by a valid invoice.
3. **40%** upon completion of the **training sessions** and submission of the **final report**, including all final deliverables and supporting documentation, subject to DYDF's approval.

This payment structure ensures transparency, accountability and alignment with the quality and timeliness of deliverables.

APPLICATION PROCEDURE

DYDF invites qualified consultants or consultancy firms to submit proposals for this assignment. Submissions should clearly demonstrate suitability, expertise and capacity to deliver all tasks outlined in the ToR.

Required Documents:

1. **Cover Letter** – Outlining the consultant's or firm's suitability, relevant experience and understanding of the assignment.
2. **Technical Proposal** – Weight: 70%. Should demonstrate understanding of the ToR, methodology, work plan and feasibility. Maximum 12 pages.
3. **Financial Proposal** – Weight: 30%. Should detail consultancy fees, travel, logistics and other costs (all in BDT).
4. **Curriculum Vitae (CVs)** – Of all consultants involved, highlighting relevant experience, qualifications and past assignments.
5. **Sample of Previous Work** – One example of a comparable consultancy assignment or report previously completed by the consultant or firm, demonstrating quality and relevance.
6. **Legal and Business Documents** – Valid copies of business registration certificates, trade licenses, and tax identification documents (TIN, VAT) to verify legal eligibility and compliance.

Technical Proposal Evaluation Matrix (70 points)

Table 4: Technical Proposal Evaluation Matrix

Section	Description / Contents	Weight (%)	Remarks
Introduction	Brief profile of the consultant (s)/firm, understanding of DYDF's mission and relevance to the assignment	5	Clear, concise summary of suitability
Understanding of the Assignment	Demonstrates comprehension of DYDF's objectives, project scope and expected deliverables	10	Shows clarity on ToR and tasks
Methodology & Approach	Detailed approach for conducting Ex-Post & Ex-Ante policy analysis , strategy design, donor mapping and training	25	Must reflect practical, participatory and results-oriented methods
Work Plan & Timeline	Realistic 60-day implementation plan with milestones and deliverables	10	Should align with ToR breakdown
Deliverables & Outputs	Clearly defines expected outputs: policies, strategy, branding plan, donor database, training reports	5	Must align with deliverable schedule
Team Composition & Expertise	Profiles, roles, qualifications of consultants, relevant experience and past assignments	10	Attach CVs and references
Relevant Experience / References	At least three similar assignments successfully completed with proof	5	Include certificates or client references

Financial Proposal Evaluation Matrix (30 points)

Table 5: Financial Proposal Evaluation Matrix

Section	Description / Contents	Weight (%)	Remarks
Consultancy Fees	Daily or lump-sum rate × number of days (up to 60 days)	10	Indicate total consultancy cost clearly

Section	Description / Contents	Weight (%)	Remarks
Travel & Transportation	Field visits, local transport, etc.	5	Must be justified
Training & Workshop Costs	Venue, materials, printing, refreshments	5	Based on training sessions in ToR
Miscellaneous / Operational Costs	Communication, translation, documentation, internet, etc.	3	Reasonable and itemized
VAT / Taxes	Applicable VAT and taxes as per government regulations	2	Indicate separately
Total Budget (in BDT)	Consolidated total cost	5	Must be consistent and realistic, as cheap as possible

Evaluation Notes

- Proposals will be evaluated based on the **combined technical and financial score**.
- Only proposals meeting the **minimum technical threshold (49/70)** will be considered for financial evaluation.
- The final selection will be based on the **best value for money**, quality and alignment with DYDF's requirements.

Proposal Submission

- Interested consultants or firms must submit their **technical and financial proposals** via email to dydfbd@gmail.com.
- Submission Deadline: 15th January 2026, 05:00 PM.**
- For clarifications or questions, applicants may submit inquiries to the same email id by **5th January 2026**.