



Request

For Quotation

Plan International Inc. Governance Review

Main Facts Table	
RFQ reference	RFQ FY26-208
RFQ launch date	22 January 2026
Contract Manager	Rachel Kramer-Strong
Deadline for submission of offers	29 January 2026

Submission of offers to procurement@plan-international.org

Please include the RFQ reference number above in all correspondence

1. Background Information on Plan International

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls.

We believe in the power and potential of every child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children.

We support children's rights from birth until they reach adulthood. And we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge.

We have been building powerful partnerships for children for over 85 years, and are now active in more than 75 countries.

Read more about Plan International's Global Strategy: **Girls Standing Strong** at <https://plan-international.org/strategy>

About the commissioning office

This work is being commissioned by the Members' Assembly, the highest governing body of Plan International, Inc. comprised of delegates from the Boards of its 22 Member organisations as well as a voting youth delegation. The work will be led by the Nominating and Governance Committee (a sub-committee of the Members' Assembly) and supported by the General Counsel and Company Secretary of Plan International, Inc.

2. Background/Context

Plan International, Inc. was founded in 1937. PII's corporate structure comprises: a Members' Assembly of nominees from the 22 National Organisations plus a youth delegation;¹ and a Board of Directors of 11 individuals appointed by the Members' Assembly. The core of Plan International, Inc.'s ("PII") current governance structure was devised in 1981. PII's current By-Laws were first adopted in 1990 and while they have been amended 11 times over the past 35 years, many key components remain the same. PII, the world, and the sector in which PII operates have changed significantly over that time.

Digital advancements and post-pandemic shifts have changed our ways of working and enabled seamless real-time global collaboration. Questions have arisen within Plan and the sector more widely regarding the legitimacy of a governance structure in which governing bodies are either located in, or populated by, countries in the Global North, with very few members from countries in which programmes are implemented. There is a growing emphasis both internally and externally on localisation and legitimacy, increasing numbers of governments and other donors prefer to fund entities registered in the countries in which they operate rather than funding INGOs. There has also recently been a significant shift in global funding models for both development and humanitarian work, with a significant number of governments reducing official development assistance (ODA), and falling individual giving to traditional products. To continue to deliver impact in this changed environment, Plan needs to grapple with these issues while also ensuring

¹ Current composition of the Members' Assembly: **Asia Pacific:** Australia, Hong Kong, India, Indonesia, Japan, Korea **Europe:** Belgium, Denmark, France, Finland, Germany, Ireland, Norway, Netherlands, Spain, Sweden, Switzerland, UK **Latin America:** Brazil, Colombia **North America:** Canada, USA **Youth Delegation:** Ghana, Zimbabwe

our governing bodies and decision makers are as effective and efficient as possible. PII's structure and By-Laws also pre-date the development of PII's current Purpose and Values (in 2016), its Feminist Leadership Principles (in 2019), and its current Global Strategy.

It is prudent to regularly review the efficiency and effectiveness of PII's governance structures to ensure they remain fit for purpose in a changing world. The Nominating and Governance Committee is mandated to do so on behalf of the Members' Assembly. The last such review took place in 2019 – 2020 before the COVID-19 pandemic and the seismic shifts in the funding landscape that took place in early 2025. In December 2025, the Members' Assembly agreed to proceed with a review of our governance structures to strengthen our legitimacy, improve agility, and ensure governance supports Plan's ability to deliver impact for girls and communities

This review should be synchronised with and informed by the review of Plan International's Operating Model and other priority change initiatives.

The work should take place in phases over 12 months (with different consultancy support potentially required at different stages of the project) and should conclude with the selection by the Members' Assembly of appropriate solutions to address identified challenges in our governance structures.

3. Description & Objectives

Purpose

Support is sought to conduct a review of PII's governance structures. The review will examine PII's governance structures in light of the current external and internal environment and support the Members' Assembly to identify and align on challenges within our current governance structures that are reducing our effectiveness, legitimacy, and agility as an organization as well as opportunities that will enable us to better serve the girls, children, and communities we work with and for. A series of solutions will then be identified to address the identified challenges and opportunities, drawing on governance best practice across multiple jurisdictions, relevant legal and regulatory requirements in the jurisdictions where PII is incorporated, and an understanding of how PII's peers and the sector are dealing with similar issues. The solutions should be analyzed with recommendations given as to their feasibility and how they could be implemented.

Scope

The review will focus on PII's governance structures. A broad lens will be applied initially to ensure we are led by the identified challenges and opportunities as we step through the process. The NGC will then consult with the Members' Assembly and other stakeholders to narrow the focus and select a series of viable options to discuss further.

Deliverables and Timeline

Different expertise may be needed at different stages of the work, and the support will be provided in phases. Each of these phases will be flexible and timings may vary depending on the issues identified and the level of alignment: ***Currently we are seeking proposals for either Phase 1 or Phase 2 or both phases.***

Selection to support Phase 1 of the work will not guarantee selection to support later phases of the project and it may be necessary to work alongside other experts (for example to ensure the work is informed by a range of experiences from Global South governance traditions).

Phase 1: Alignment on challenges and opportunities and assessing appetite for change

Timeframe: from February to approximately March / June 2026

This stage will examine PII's governance structures in light of the current external and internal environment. It will support the Members' Assembly to align on:

- Challenges within PII's current governance structures that reduce PII's effectiveness, legitimacy, and/or agility as an organization; and
- Opportunities that will enable PII's governance structures to better serve the girls, children, and communities we work with and for.

External experts will review PII's governing documents, meet (virtually) with Members' Assembly delegates, National Directors, Country Directors, young people, PII Management, and other key stakeholders in a combination of one on one and small group sessions, and seek written feedback as appropriate.

This phase will provide an opportunity for free-flowing discussion. Those being interviewed will be asked to raise any challenges or opportunities they see in relation to governance. The experts will bring their knowledge / benchmarking of the governing structures and approaches of both peers in the sector and organisations outside the sector to inform these conversations. Common themes, and areas of alignment and misalignment will be identified and brought to the Members' Assembly for discussion in June 2026.

Phase 2: Solution identification

Timeframe: from approximately April 2026 to June 2026

As the challenges and opportunities become clearer, possible solutions to address them will be identified, drawing on:

- governance best practice across multiple jurisdictions, sectors, and cultures, particularly reflecting PII's global "footprint";
- relevant legal and regulatory requirements in the jurisdictions where PII is incorporated; and
- benchmarking and understanding of the governing structures of PII's peers.

The solutions identification phase may include proposals for both structural and cultural / behavioral changes. The solutions should enable PII to:

- a. make well-informed decisions in appropriate timescales, to allow PII to build on the strengths of being a global non-governmental organization;
- b. live PII's values of being open and accountable, working well together, being inclusive and empowering, and striving for lasting impact;
- c. enhance the effectiveness of the Members' Assembly and other governance structures;
- d. contribute to ensuring the financial sustainability of the organization,
- e. where required, enhance accountability to internal and external stakeholders.

The outcomes of Phase 1 (alignment), and initial thinking from Phase 2 (solutions identification) will be discussed with the Members' Assembly in June 2026.

Depending on the challenges and opportunities, and the levels of alignment regarding them, it will likely be necessary to further iterate solutions identification after these discussions.

Phase 3: Next steps identification

Timeframe: from approximately June 2026 to December 2026

It is anticipated that this phase will involve consideration of the review's findings by Plan worldwide as well as the Members' Assembly, International Board and Management. Next steps will then be developed.

In this phase, the NGC will review the range of potential solutions and select the most appropriate options to bring to the Members' Assembly for discussion (taking into account factors like cost, viability, the change load on the organization, and feedback from stakeholders).

It will be a matter for the Members' Assembly to decide which solutions (if any) they should take forward. Given Plan's value of transparency, the review findings will also be circulated internally as findings may be relevant to other parts of the organization, who may then also decide if they wish to consider or progress proposed solutions which are applicable to their part of the organization.

Expected qualifications of consultant

- Strong facilitator and communicator, skilled at uniting diverse perspectives
- Proven planning and project management expertise
- Deep governance knowledge and advisory experience
- Strong understanding of the sector and PII's context and peers
- Highly respected in their field with a strong track record of delivering strategic, high-quality governance transformation support
- Excellent written communication abilities
- Strong understanding of the contexts, views, and governance traditions from a range of global majority countries, preferably informed by lived experience
- The ability to challenge and propose alternatives to Western-based corporate governance arrangements on the basis of deep knowledge of alternative approaches to governance and decision making

List of documents to be submitted with the RFQ

RFQ must be inclusive of the following documents:

Document
Plan International Non-Staff Code of Conduct. It is mandatory for all supplier to agree to this policy.
Proposed approach, costs, and timeframes
Company profile / Team Structure & CVs and information about relevant previous work / references

Submission of offers

Offers must be received before the deadline specified in the "Request for Quotations"

The offer must be sent via email to Procurement@plan-international.org, with the subject line **“RFQ FY26-208: Plan International Inc. Governance Review”**

Evaluation of offers

Shortlisted suppliers may be invited to discuss their proposals in more detail at Plan's discretion.

Plan International, at its sole discretion, will select the successful RFQ.

Plan international shall be free to:

- Accept the whole, or part only, of any submission
- Accept none of the proposals
- Republish this Request for Quotations

Plan International reserves the right to keep confidential the circumstances that have been considered for the selection of the offers.

Part of the evaluation process may include a presentation from the supplier.

Women-owned businesses and companies actively engaged or advancing gender equality and women empowerment in the workplace are especially encouraged to apply.

Value for money is very important to Plan International, as every additional £ saved is money that we can use on our humanitarian and development work throughout the world.

Plan International may award multiple contracts and all contracts will be non-exclusive.

Contract Payment terms

Please note that, if successful, Plan International's standard terms of payment are **30 days** after the end of the month of receipt of invoice, or after acceptance of the Goods/Services/Works, if later.

Plan International's Ethical & Environmental Statement

The supplier should establish environmental standards and good practices that follow the principles of ISO 14001 Environmental Management Systems, and in particular to ensure compliance with environmental legislation

Clarifications

The onus is on the invited companies to ensure that its offer is complete and meets Plan International's requirements. Failure to comply may lead to the offer being rejected. Please therefore ensure that you read this document carefully and answer fully all questions asked.

If you have any queries in relation to your submission, or to any requirements of this RFQ, please email:

procurement@plan-international.org.

Thank you for your proposal.