



Until we are all equal



Consultancy Terms of Reference

Mid-Term Review of Plan International Nepal's Country strategy 2023-2028

Main Facts Table	
Request for Proposal (RFP) Reference	Ref No: 008-025/026
RFP launch date	24 September 2025
Deadline for submission of offers	10 October 2025

Organization Information		
Name of the organization:		
VAT/ PAN registration number:		
HAS A TAX CLEARANCE CERTIFICATE BEEN SUBMITTED? :	YES/NO	
Contact person's name:		
Contact details:	Telephone:	
	Cellphone	
	Address:	
	Email:	
	Other:	
Additional Contact Information:		
SIGNATURE AND COMPANY STAMP		
DATE:		

Terms of Reference (ToR)

Mid-Term Review of Plan International Nepal's Country strategy 2023-2028

1. Background Information on Plan International

Plan International is a development and humanitarian organization that advances children's rights and equality for girls. We strive for a just world, working together with children, young people, our supporters and partners.

We have worked with children, young people and communities for more than 85 years and are committed to making a lasting impact on the lives of the most vulnerable and excluded children while supporting children's rights and gender equality.

Plan International's refreshed global strategy 2022-2027 strives to achieve a world where all girls are standing strong creating global change. To achieve this ambition, our goal until 2027 is: Girls and young women in all of their diversity reach their full potential as equal and active citizens in both development and humanitarian settings.

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

About the commissioning office

Since 1978, Plan International Nepal has been working with communities and the government to raise awareness about the importance of children's right and equality for girls. We remain committed to supporting vulnerable and marginalised children and their communities to be free from poverty. We have impacted lives of millions of children and established partnerships with like-minded allies. Plan International Nepal's programs are implementing in 14 districts (Dolpa, Kalikot, Kanchanpur, Jumla, Bardiya, Banke, Rolpa, Kapilvastu, Bajura, Dhanusha, Sindhuli, Sarlahi, Siraha, and Saptari) through our local implementing partners.

Committed to feminist leadership and a gender-transformative approach, Plan International Nepal collaborates with local partners to ensure sustainable impact and foster equality, particularly for girls and young women. Plan International Nepal strives for an inclusive, just, and safe society that advances children's rights and equality for girls. Our mission from 2023 to 2028 is to see all girls and young women standing strong enjoying their rights, and freedom with dignity in Nepal.

Read more about Plan International Nepal country strategy 2023-2028 at <https://plan-international.org/nepal/publications/country-strategy-2023-2028/>

2. Background/Context

The mid-term review of the country strategy 2023-2028 is a strategic check point to assess WHERE WE STAND vis-a-vis commitment made and changed external environment, organization's internal environment and most importantly changing aspirations of communities. With the ever-changing environment, it becomes imperative that the strategy we drafted two and half years ago still remain relevant for the remaining period of the strategy. Thus, this ToR is developed to review the last two and half years of the current strategy to facilitate how we can steer strategically promoting relevancy, agility, effectiveness and efficiency.

3. Description & Objectives

Purpose

The overall purpose is to conduct mid-term review of the current Country Strategy of Plan International Nepal, 2023-2025 to assess its continued relevance and effectiveness for the remaining period. In doing so, it is anticipated that the review will:

1. Enable Plan International Nepal to adapt its programme and approaches to stay aligned with the strategic vision and priorities of the Country Strategy.
2. Facilitate the refinement of programme delivery to ensure they are efficient, coherent and aligned with the defined programmatic scope of work.

The specific purposes of this review are:

1. Appraise the progress of the current country strategy over the last two and half years across all its programme priorities including:

- 1.1 Assess the relevance and alignment of the current Country Strategy and its Theory of Change (ToC) by reviewing the baseline data and programme indicators, ensuring they reflect strategic coherence with national priorities, particularly the Government of Nepal's 16th Plan, and also the broader socio-political and economic context. The assessment should also consider global triggers that may directly and/or indirectly influence the achievement of the Country's Strategy's vision.
- 1.2 Evaluation by the stakeholders, partners and most importantly the communities especially girls and youth. As part of the appraisal, the strategy's relevancy must be evaluated against the ownership of the stakeholders including the three tiers of government, the civil society and community.
- 1.3 Assess the scalability and sustainability of our programmes, all six Areas of Global Distinctiveness and cross cutting initiatives namely DRM/CCA, WASH and Governance and by evaluating their potential to extend impact beyond the current strategy period. Review outcome should also enable Plan International Nepal to course correct programme approach, design new pathways aligned with community priorities.

2. Develop key recommendations on programme delivery modality. This should include:

- 2.1 Assessing and mapping of the global and country context, in light of the challenges that the sector is undergoing and articulate key- challenges and possible action to overcome these associated with delivering the country strategy.
- 2.2 Identify key pathways in achieving the programmes' objectives through review and assessment of delivery modality. In doing so, it is recommended that the/delivery modality considers both internal capacities and external environment including the shift in the development aid landscape.

Methodology/ Questions

The review must embed the principles of Human Centered Design (HCD). It needs to be inclusive, equitable and empathetic. The ToR seeks to identify a truly HCD-based review methodology whereby the recommendations are based on lived experience(s) through iterative process.

The review will follow Harvard Business School Online-*What is Human Centered design (Authored by Lauren laundry, 15th December 2020)* model: Clarify, Ideate, Develop, and Implement. This approach ensures that the review not only assesses progress and relevance but also fosters adaptive learning and strategy refinement.

As such the review must include:

- **Clarity:** To ensure the relevance of the current strategy, it is imperative that we have enough evidence and data to focus our future interventions. It is anticipated that such clarity will allow Plan International Nepal to i. prioritize our strategic programmatic focus; ii. Inform the programme delivery modality. To seek clarity, the "designer" is anticipated to review the Theory of Change and seek alignment with the government plans, Plan International Global Strategy and PLAN National Organizations Likewise, Plan International Nepal serves to ensure that every child, adolescent and youth **can** lead and live their lives with dignity. Thus, it is important for Plan international Nepal to realize and understand whether they have ownership over the country strategies' strategic choices. Thus, this ToR seeks clarity to understand their views embedded on the principles of empathy. It is critical that we ask the right learning question(s). We anticipate that the "designer" will develop a set of such questions for

improved actions. For the clarity of this ToR, we anticipate at least following questions should be included:

- What is working, what is not working and why?
- Are we meeting the expectations of the community we served based on our Strategic choices?
- **Ideate:** To promote organizational efficiency and effectiveness, the ToR seeks pathways/choices/recommendations that have been generated and based on different creative scenario using different “thinking” tools. As such, with the realm of identified stakeholders, the ToR promotes and celebrates such methodology that allows mid-term review to be more practical, agile and adaptive. The ToR seeks to understand different tools that will be used which is responsive and targeted to specific characteristics of the stakeholders such as age, gender, occupation, etc. it is our assumption that the mid-term review will be more pragmatic if the review is done together from planning to final recommendations.
- **Develop:** Although this ToR is more from the perspective of review, we recognize that our strategic choices have already been tested in practice. It is also acknowledged that limitations of fully applying the “Develop” phase of Human-Centered Design (HCD). However, we anticipate that the earlier two phases, Clarify and Ideate—will play a critical role in generating evidence for possible solutions to:
i. prioritises our strategic programmatic focus; ii. Inform and refine programme delivery modality.
- **Implement:** To ensure that there is ownership of the strategy on its relevance for the next two years and more, the ToR encourages that the integration of co-creation elements from the outset of the review process. It is essential that possible solutions and recommendations are communicated effectively—not only within Plan International Nepal, but also with key stakeholders, particularly our programme participants and implementing partners, to foster shared understanding and commitment to the way forward.

Users

The primary user of this report will be Plan International Nepal. Based on the reports, Plan International Nepal will coordinate and communicate with respective stakeholders to take forward the recommendations including its implementing partners.

Methods for data collection and analysis

The consultant will propose a mix of methods they deem appropriate given the scope of work. The review must employ a participatory and collaborative methodology as stated above using HCD to produce report(s) which is upheld by Plan International Nepal. Secondary research (peer-reviewed studies, grey literature, and internal reports) should be from a diverse range of reliable/reputable sources. Primary data collection must form the foundation of the review. Data collection must be ethical, participatory, and gender aware aimed at the equal participation of girls and boys, women and men, young people and marginalized groups in the research process. Gender must be explicitly considered in the context analysis and recommendations.

Sample activities will include but not limited to:

- a) Conduct participatory consultations with Plan International Nepal staff in Country Office, Regional Offices and Field Locations
- b) Secondary review of Plan International Nepal’s work over the last 5 years, including reading reports, policy briefs and annual reports
- c) Consultation with Plan International Nepal partners, government stakeholders, peer INGOs in Nepal
- d) Field visits to Plan International field offices and project locations for consultation with relevant stakeholders including programme participants

Key documents to be consulted:

Plan International Nepal’s existing Country Strategy, Refreshed Country Strategy and Global Strategy (2022-2027), as well as relevant Plan International standards and guidelines including Project Management Manual and Standards, Management Self Standard Assessment, Gender and Inclusion Self-Assessment, Influencing Strategy, etc. Plan International Nepal’s annual reports, mid-term and program reviews and evaluations. Also, relevant government documents such as 16th Development Plan, SDG Indicators, other sectoral plans and policies of Government of Nepal (related to country strategy such as Education, TEVT, protection, WASH, Youth strategy .and national strategy to end child marriage in Nepal by 2030, DRM- Act 2074, DRM Policy, Climate Change Act/policy of government of Nepal, and National Strategy of Disaster Risk Management (2018-2030), National Adaptation Plan (NAP) of

Government of Nepal and cash & voucher assistance (CVA) programming in Nepal. Report on pain-points prepared by NMT-Plan international Nepal and GH summary report on AOGD management.

Participant selection

People consulted will include past and present implementing and strategic partners and allies, as well as an appropriate mix of:

- Plan International Nepal staff
- Relevant Plan International National Organizations
- Relevant Plan International APAC/Global Hub staff
- Relevant Government Ministries, Agencies, and Councils at local, provincial and federal level
- European Union, UN agencies, INGOs, UN- HCT, CCG, AIN working groups (GESI, Protection, DRM, education, health etc.) and existing clusters in Nepal.
- Civil Society networks, coalitions and forums
- Plan International Nepal's sponsored children including girls and boys (program participants) and the communities/schools
- Plan International Nepal's implementing and Strategic partner organizations

4. Deliverables and Timeline

Key Deliverables

1. An inception Report including:
 - an updated timeline;
 - detailed methodology, including draft sampling methodology and size; data collection tools;
 - ethical considerations; and consent forms for any primary data collection;
 - (draft) methods for data analysis;
 - brief justification of the methods and techniques used (including relevant underlying values and assumptions/ theories) with a justification of the selections made (e.g. of persons interviewed).
2. An **Insight report** to capturing the key findings from different level of consultations/discussion/workshop/ and secondary review processes amongst others. To avoid multiple reports, this report should also include Design challenges and opportunities report (as part of HCD reporting).
3. **Synthesis and learning report**: this should incorporate the overall findings and recommendations analyzed and assessed through the HCD review processes.

In all the above-mentioned reports, please ensure there is an Executive Summary. While inception report will also cover the methodology, it is also anticipated that in each of the report, the overall methodology that was taken for drafting conclusions needs to be explained/described.

**All the reports must adhere to PLAN international Nepal's branding guidelines (where needed).*

Table of Deliverables:

Deliverable	Format	Length	Due	Detail
What is the deliverable?	<i>In what format does the deliverable need to be presented?</i>	<i>How long should this deliverable be (words/page numbers)</i>	<i>What is the indicative deadline for this deliverable</i>	<i>Including the intended user, report language etc.</i>
Inception report	Word report	15 to 20 pages (excluding Annexes)	October, 2025	English
Insight report	Word report	10 to 20 pages excluding Annexes	October, 2025	English; creativity encouraged
Synthesis and learning report	Word report	10 to 20 pages Excluding Annexes	November, 2025	English, Creativity encouraged

Note: In the event that there is a change or additional deliverables during the contract period, an addendum to the contract must be agreed and signed. The change/additional deliverables must be in line with the initial scope of the project.

Plan requires proper documentation, whether it is citing of sources, field notes, interview transcripts, meeting minutes, focus group discussion notes, etc. We expect consultant/s to be rigorous in documentation of sources.

- The report(s) must include full citations for all the sources used. A style guide will be shared for references and format.
- Primary sources must be used wherever possible over secondary sources. For example, the researcher should reference a statistic to its original report, not where it is cited second-hand by a newspaper or website.
- If people have been interviewed during the research, the consent forms and interview notes should be submitted, signed and dated.
- If quantitative analysis has been done as part of the research, the raw data should be provided, and all steps of calculations shown, in relevant software.

5. Timeline

Activity	Sub-Actions	Duration/Deadline (tentative)
Review preparation	Planning Desk Study Tools development Inception report and presentation to CMT and relevant staff	
Field work	Visit program Meeting partners Meeting Plan team Meeting relevant stakeholders and programme participants	Consultant to propose date
Reporting	Draft report in adherence to Plan's branding Feedback on draft Presentation (PPT) Final Report	As per the submission above in the key delivery part.

Note: At this stage the timeline is indicative and should support any external consultant in the development of their proposal and Inception Report. As part of the process, this timeline should be re-evaluated in consultation between Plan International and the consultant.

6. Budget

Due to Procurement process and regulation it is not possible to share the actual budget, however, include as much detail as possible in the timeline and deliverables – where possible including the estimated number of days.

Note: It is better to make payments due on approval of key milestones by Plan International, as opposed to on submission of key milestones by consultants. This gives Plan International the ability to withhold payments until they are satisfied with the output.

At this point you should also outline additional details including who is responsible for:

- Travel costs
- Insurance and visa costs
- Expenses / per diems

This section should also include a detailed payment schedule which splits the total cost of the consultancy into instalments around key milestones as opposed to one lump sum.

7. Expected qualifications of Consultant

List here the skills and competencies, the experience and the formal qualifications you expect the Consultant(s) to have.

- Advanced degree (Master's or higher degree) in social sciences or humanities (development studies, political science, sociology or acceptable discipline) or related field.
- Good knowledge of development and humanitarian programs with strong understanding of child rights, gender equality, youth engagement, and intersectional programming
- Significant experience in strategy development (preferably for rights-based international development and humanitarian organizations)
- Proven experience in conducting qualitative research, including reviews and evaluations, with team leader having strong leadership skills and the ability to work as part of a team, constructively with other experts
- Excellent command of written and spoken English, with demonstrated competency in producing well-written documents, in clear, concise and correct language
- Experience using participatory tools, scenario planning, design thinking, problem-tree analysis, power analysis and stakeholder mapping
- In-depth knowledge of Nepal's socio-political, economic, and development landscape, including national priorities such as the Government of Nepal's 16th Plan.
- Ability to deliver a high-quality product to deadline
- Familiarity with safeguarding standards or willingness to align with them.
- Demonstrated ability to generate adaptive, creative, and forward-looking recommendations based on diverse inputs and dynamic contexts.

8. List of documents to be submitted with the Request for Proposal (RFP)

Where possible in the ToR or in the call for proposal process, you should ask that interested applicants provide a proposal covering the following aspects:

- Detailed response to the RFP/ToR
- Proposed methodology
- If applicable include any specific IT equipment, tools or materials that the Consultant will need to use/have to carry out the work
- Proposed timelines
- CVs of proposed team
- Example of previous work
- Reference
- Firm/ company registration with VAT
- A detailed budget, including daily fee rates, expenses, etc., should be submitted in a separate envelope as detailed in **S. No. 9**

9. Submission of offers

The Offeror shall prepare and submit both the “**Technical**” and “**Financial**” Proposal by **no later than 5:00 PM of 10 October 2025**.

The individual/team should prepare both the “**Technical**” and “**Financial**” proposal. Also include the electronic copy of Technical Proposal (in word version) and send to Plan International Nepal country office with detail plan of action till the event is over. Also include the electronic copy of Technical Proposal (in word version) in pen drive inside the technical proposal envelop. In the cover letter of proposal, the offeror must have to mention “**Mid-Term Review of Plan International Nepal's Country strategy 2023-2028**”

Sealing and marking of proposals

The Offeror shall seal the proposal in one outer and two inner envelopes, as detailed below.

(a)The outer envelope shall be:

Plan International Nepal, Country Office
Bakhundole, Maitrimarg, Lalitpur

and, marked as: “**Mid-Term Review of Plan International Nepal's Country strategy 2023-2028**”

(b)The 2 inner envelopes shall indicate the name and address of the Offeror and should be clearly marked with “**Technical Proposal**” and “**Financial Proposal**”. In summary, there will be one separate

sealed envelope for the Technical Proposal **(including legal documents)** and one separate sealed envelope for the Financial Proposal.

An Offeror having any queries regarding the RFP Document or Scope of Work can send an e-mail to nepal.procurement@plan-international.org. Answers to questions of the Offeror will be sent by email.

Note: If an offeror submits the financial proposal (budget) within or in the same envelop as the technical proposal, it will be automatically disqualified.

10. 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 supplier.

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.

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.

11. 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.

Payment terms

Payment terms/Milestone	Detail	Amount to be Paid (%)
1. Submission of inception report	First instalment	30%
2. After completion of assignment as defined in the final deliverable:	Final instalment	70%

12. 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

Child protection is a term used to describe the responsibilities and activities undertaken to prevent or to stop children being abused or ill-treated. It is Plan's duty and responsibility to reduce the risks of abuse to the children who we have contact with and keep them safe from harm. Plan's Child Protection Policy, "Say Yes to keeping children safe", is Plan's overriding framework to protect children who come into contact with Plan employees, volunteers, partner organisations and individuals, including consultants, who are working on behalf of Plan.

The consultant should include statements in the proposal on how he or she will ensure ethics and child protection during the commencement of the assignment and during the field work. The consultant should also specify other ethical protocols to be followed during the due course of the evaluation. The consultant is expected to take consent of the respondents and/or children's guardian before taking photographs and

ask if their photographs, verbatim or case stories could be used in report and for public dissemination. Such consent must be documented and submitted to Plan International Nepal along with the final report.

13. Selection Criteria

The following selection criteria will be used for technical evaluation of the proposals.

Evaluation	Criteria	Scoring Weight	Remarks
Technical Proposal	1. <i>Specific Experience of the Consultant(s) relevant to the assignment</i>	25%	<ul style="list-style-type: none"> Consultant(s)/firm need to submit latest proven supportive documents CV of proposed consultant
	2. <i>Adequacy of the proposed methodology to the ToR</i>	30%	
	3. <i>Consultant(s) qualification & Competence</i>	20%	
	4. <i>Understanding of the requirements/ objectives</i>	20%	
	5. <i>Gender Responsive Procurement</i>	5%	
Technical Proposal		100.00%	
Technical Score converted to 70% [(Total*70%)] (A)		70%	
Financial Proposal (B)		30%	
Total (A+B)		100%	

Gender Responsive Procurement: Plan International defines a gender-responsive business as one that meets criteria for integrating gender equality and women's empowerment principles in its policies and practices, and which is aligned to international norms and standards. This could be:

- Women-owned business: A legal entity in any field that is more than 51% owned, managed and controlled by one or more women.*
- Women-led business: A legal entity in any field that has a minimum of 50% women representation in management with senior-level, strategic decision-making capabilities.*
- Gender-responsive business: Legal entity that actively promotes gender equality and empowerment of women and young women through their policies and labour practices.*

Evaluation and comparison of proposals

The evaluation team will evaluate and compare the proposals which have been determined to be substantially responsive in accordance to the evaluation criteria.

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The technical proposal is evaluated on the basis of its responsiveness to the Term of Reference (ToR).

Financial proposal will be opened only if they meet the following condition:

- The submission that passed the minimum technical score of 70% of the obtainable score of 100 points in the evaluation of the technical proposals.**

In the second stage, the financial proposal of all Offerors, who have attained minimum 70% score in the technical evaluation, will be evaluated. The financial proposal carries a total score of 30%. The points for the financial proposal will be allocated as per the following formula:

$$\frac{\text{Lowest Bid Offered}^*}{\text{Bid of the Organization}} \times 30$$

* "Lowest Bid Offered" refers to the lowest price offered by a proposer scoring at least 70% points in technical evaluation.

The 70% weightage will be given to the technical proposal (which pass the minimum average Weighted Score of 7) and 30% weightage will be given to the financial proposal. The contract will be awarded to the Offeror scoring the highest combined scores.