

TERM OF REFERENCE (TOR)

Consultant Hiring for the Protection, Gender and Inclusion (PGI) and Safeguarding Organizational Assessment

Bangladesh Red Crescent Society (BDRCS)

1. Background

The Bangladesh Red Crescent Society (BDRCS), as the national humanitarian organization and an auxiliary to the Government of Bangladesh, plays a vital role in humanitarian response, disaster preparedness, health services, social protection, and community resilience building across the country. Through its extensive network of Units, staff, volunteers, and community-based structures, BDRCS works with and for communities facing multiple vulnerabilities.

BDRCS is committed to strengthening its institutional capacity, including its systems, structures, policies and procedures, to ensure that the National Society is safe, inclusive, accountable and better able to protect people who engage with or are affected by its work.

To support this commitment, BDRCS intends to undertake a structured organisational assessment using the IFRC PGI Organisational Assessment Toolkit (PGI OAT) and the IFRC Safeguarding Self-Assessment Tool. The assessment will consider the National Society's governance, management, human resources, programmes, operations, volunteer engagement, community engagement and accountability mechanisms, including relevant systems at National Headquarters and, where agreed, selected Units/field locations.

A joint PGI and Safeguarding assessment is proposed because, while PGI and Safeguarding are distinct areas, they have important linkages in organisational risk identification and mitigation, policies and procedures, staff and volunteer capacity, reporting and referral mechanisms, community feedback and accountability, and the prevention of harm.

The assessment will provide BDRCS with an evidence-based baseline of institutional strengths, gaps, risks and capacities related to PGI and Safeguarding and will generate prioritised, practical recommendations and a proposed framework for subsequent organisational action planning.

The assessment aims to strengthen institutional systems, programmes and services so that they are safer, more inclusive and better equipped to prevent, identify, report and respond to sexual exploitation and abuse, harassment and other forms of harm. The findings should also provide a reference point against which future institutional progress can be monitored.

2. Purpose and Objectives

The primary purpose of the consultancy is to provide BDRCS with an objective, evidence-based assessment of its existing PGI and Safeguarding systems, capacities, strengths, gaps and organisational risks, and to provide prioritised recommendations that can inform subsequent BDRCS-led action planning.

- Conduct a comprehensive review of policies, systems, structures and organisational culture to assess the integration of PGI and Safeguarding.
- Assess how PGI and Safeguarding are reflected in governance, leadership and management arrangements, HR policies and practices, programme and operational frameworks, volunteer management, complaints and feedback systems, and service delivery.
- Identify institutional strengths, gaps, barriers, risks and opportunities related to PGI mainstreaming and Safeguarding across governance, management, programmes and operations.
- Assess safeguarding capacities related to PSEA, Child Safeguarding, Safeguarding of Adults at Risk and Workplace Safeguarding.
- Assess reporting, complaints, referral, response, investigation and case-management arrangements, including survivor-centred approaches and confidentiality considerations.
- Assess the extent to which staff, volunteers and relevant personnel understand their PGI and Safeguarding responsibilities and identify priority capacity-building needs.
- Develop a prioritised set of evidence-based recommendations and, where agreed with BDRCS, a practical framework for a subsequent PGI and Safeguarding Plan of Action, considering risk, feasibility, organisational readiness, ownership, resources and sustainability.
- Present and validate key findings and recommendations with BDRCS.

3. Methodology and Scope of Work

3.1 Assessment Framework

The consultant will utilise and adapt the following existing tools:

- IFRC PGI Organisational Assessment Toolkit (PGI OAT)
- IFRC Safeguarding Self-Assessment Tool

The consultant will contextualise the tools to BDRCS's organisational structure, operating environment and humanitarian mandate without altering the core assessment requirements of the IFRC tools.

3.2 Scope and Methods

- Desk review of relevant organisational policies, strategies, guidelines, codes of conduct, HR policies and procedures, safeguarding instruments, complaints and feedback mechanisms, whistleblowing arrangements, programme frameworks and other relevant documents.
- Review of relevant governance and management arrangements, roles and responsibilities, focal-point structures, reporting lines and institutional accountability mechanisms.
- Key Informant Interviews (KIIs) with relevant leadership, governance representatives, management, HR, PGI/Safeguarding focal points, programme and operations managers, technical leads, volunteer representatives and other relevant personnel.
- Focus Group Discussions (FGDs), where appropriate, with staff, volunteers and selected community representatives, using safe, inclusive and context-appropriate facilitation methods.
- Assessment of safeguarding systems, including PSEA, Child Safeguarding, Safeguarding Adults at Risk, Workplace Safeguarding, reporting and response mechanisms, investigations and referrals, survivor-

centred approaches, and relevant protection measures for those involved in reporting or case management.

- Assessment of data collection, management, confidentiality, protection and the use of sex-, age- and disability-disaggregated data (SADDD), where relevant and feasible.
- Assess the adequacy of existing external referral linkages and arrangements with relevant authorities, service providers, networks and other actors; identify key gaps and capacity-strengthening needs, and provide practical recommendations to strengthen BDRCS's referral capacity.
- Scoring and analysis using the PGI Organisational Assessment Scorecard and Safeguarding Self-Assessment Tool.
- Facilitated validation of findings and prioritisation of recommendations with BDRCS.

The consultant will not be required to develop new assessment tools. Any adaptation should be agreed with BDRCS and should preserve the integrity of the IFRC assessment frameworks.

The methodology should ensure confidentiality, informed participation and appropriate safeguarding of sensitive information. The consultant should avoid collecting unnecessary personally identifiable or survivor-identifying information and should follow BDRCS/IFRC requirements for handling sensitive information.

3.3 BDRCS Context and Coverage

The assessment should reflect the specific organisational context of BDRCS, including the relationship between governance and management, National Headquarters departments, Units/branches, staff and volunteers, programme and emergency operations, and community-facing services. The consultant will agree with BDRCS on the appropriate sample of Units, programmes, operations and stakeholder groups to be covered, based on risk, geographic/operational diversity and feasibility.

4. Timeline and Indicative Work Plan

Phase	Indicative Activities	Deliverable	Estimated Days
Phase 1: Inception and Desk Review	Kick-off; confirm scope and sampling; review policies/systems; agree methodology, tools, work plan and information requirements.	Inception Report, including methodology and work plan	Days 1–7
Phase 2: PGI and Safeguarding Landscape Review	KIIs; mapping of existing systems, roles, mechanisms and key challenges; identify priority areas for detailed assessment.	Landscape Review Summary	Days 8–14
Phase 3: Organisational Assessment	KIIs/FGDs; departmental/system review; assessment of	Assessment evidence/data compilation	Days 15–30

	reporting, complaints, referral, data and safeguarding arrangements.		
Phase 4: Analysis and Draft Report	Scoring; triangulation and analysis; identify strengths, gaps, risks and prioritised recommendations.	Draft Organisational Assessment Report	Days 31–38
Phase 5: Validation and Recommendation Prioritisation	Facilitate validation; discuss findings; prioritise recommendations with BDRCS based on risk, feasibility, ownership and sustainability.	Validation Workshop Report and prioritised recommendations / draft action-planning framework	Days 39–42
Phase 6: Finalisation	Incorporate agreed factual corrections and feedback; finalise report; present key findings.	Final Assessment Report and Final Presentation	Days 43–45

The 45-day schedule is indicative and may be refined during inception in consultation with BDRCS. Any extension should be mutually agreed and should not change the agreed scope or deliverables without written approval.

5. Deliverables

- a) Inception Report, including methodology, sampling approach, work plan, assessment tools/adaptations and information requirements.
- b) PGI and Safeguarding Landscape Review Summary.
- c) Assessment evidence/data compilation, including anonymised KII/FGD summaries and policy/system review notes, subject to agreed confidentiality and data-protection arrangements.
- d) Draft Organisational Assessment Report, including methodology, findings, scoring, strengths, gaps, risks and recommendations.
- e) Validation Workshop Report, including key feedback and agreed factual corrections.
- f) Final Organisational Assessment Report (not more than 40 pages, excluding annexes), incorporating agreed feedback.
- g) Prioritised recommendations and a practical action-planning framework indicating proposed priority, rationale, responsible function/unit, indicative timeframe, resource implications and suggested indicators, where sufficient information is available.
- h) Final presentation of key findings and recommendations to BDRCS.
- i) The detailed implementation Plan of Action, including final institutional commitments, budgets and timelines, will be developed and owned by BDRCS through its subsequent internal planning and decision-making process.

6. Key Assessment Domains

6.1 PGI Domains

- Leadership and Governance
- Organisational Policies and Systems
- Human Resources and Organisational Culture
- Programme and Operational Integration
- Data and Evidence
- Community Engagement and Accountability
- Inclusion, Accessibility and Participation

6.2 Safeguarding Domains

- Leadership Commitment and Accountability
- Safeguarding Policy Framework
- Code of Conduct Compliance
- PSEA
- Child Safeguarding
- Safeguarding Adults at Risk
- Safe Recruitment and Screening
- Reporting and Complaints Mechanisms
- Investigation, Case Management and Referral Processes
- Protection and Support for Persons Involved in Reporting/Case Management
- ICT and Digital Safeguarding
- Survivor-Centred Approaches
- Learning, Monitoring and Continuous Improvement

7. Reporting, Management and Governance

Primary Contact: BDRCS will designate an appropriate senior point of contact to serve as the primary contact for the consultancy and to facilitate access to relevant departments, Units, documents and stakeholders.

Technical Coordination: The consultant will coordinate, as appropriate, with the relevant BDRCS PGI/HR/Safeguarding focal points and the IFRC PGI focal point supporting BDRCS, while maintaining the agreed scope and independence of the assessment.

Oversight: The assessment will be overseen by an Evaluation/Steering Committee designated by BDRCS. BDRCS will determine the composition of the committee in line with its internal governance and decision-making arrangements, ensuring appropriate senior management and governance-level representation.

The oversight body will be responsible for:

- Providing strategic direction and contextual guidance without influencing evidence-based findings;
- Facilitating access to relevant information and stakeholders;
- Reviewing deliverables and providing consolidated feedback;
- Ensuring that findings are validated through an appropriate internal process;

- Supporting timely administrative arrangements and payments in accordance with the contract.

Reporting: The consultant will provide regular progress updates to the BDRCS designated team, with formal review points linked to the agreed deliverables. Sensitive findings may be communicated through appropriate confidential channels.

8. Evaluation Criteria

- Relevant technical expertise in PGI, safeguarding and organisational assessment
- Demonstrated experience with IFRC PGI OAT and/or comparable organisational assessment frameworks
- Proposed methodology, including participatory, ethical and context-sensitive approaches
- Relevant experience with National Societies, humanitarian organisations or comparable institutions
- Understanding of governance, organisational systems and safeguarding in humanitarian settings
- Quality and practicality of proposed deliverables
- Budget and cost-effectiveness

9. Ownership, Confidentiality and Intellectual Property

All reports, data, tools/adaptations and materials produced specifically under this consultancy will remain the property of BDRCS, subject to any applicable IFRC tool licensing or intellectual-property requirements.

The consultant shall maintain strict confidentiality regarding information accessed during the assessment and shall not share assessment materials, sensitive information or identifiable data with third parties without prior written approval from BDRCS and, where applicable, the relevant data owner.

10. Submission, Interview and Contract Award

- Application deadline: 26 October 2026
- Submission email/contact: russelly.kabir@ifrc.org ,
- cc – maliha.ferdous@ifrc.org , nahida.arefin.nitu@redcross.se
- Shortlisted candidates may be invited for an interview and/or clarification of their technical and financial proposal.
- Insurance coverage is mandatory for the entire duration of the consultancy assignment in accordance with IFRC Global Directives. Please ensure that insurance coverage is in place if not already covered, include the related costs in your financial proposal (estimated cost – BDT 11000-15000)

11. Reference Information

For relevant BDRCS organizational and safeguarding information, applicants may refer to the official BDRCS website and relevant policies/instruments made available by BDRCS for this consultancy. IFRC PGI resources may also be consulted as relevant.