

Terms of Reference:

Consultancy Services for Sustainability Strategy Development, Strategic Planning, Fundraising, and Supporting Thailand Institutional Registration

1. Background

Y-PEER Asia Pacific Centre (Y-PEER AP) is a youth-led regional network based in Bangkok, Thailand, working to advance sexual and reproductive health and rights (SRHR), comprehensive sexuality education, leadership, and meaningful participation of young people across Asia and the Pacific. It was started in 2009 as a regional network and formally established an office in 2016 with the support of partner and host organisation “YouthEAD”.

In Asia and the Pacific, Y-PEER AP supports and connects national youth networks by strengthening peer education, building the capacities of young people and peer educators, facilitating regional collaboration, and amplifying youth voices in development and policy

Peer education remains at the core of Y-PEER AP’s approach, complemented by participatory and experiential methods such as theatre-based techniques, role play, interactive workshops, mentorship, and youth-led advocacy. Its work focuses on areas including SRHR, gender equality, youth empowerment, mental health, inclusion, capacity building, and movement building. The network currently works with more than 16 national networks across the region and has reached thousands of young people through training, peer education, community outreach, advocacy, and regional initiatives. The national networks are scattered across the region, with ‘YPEER Kiribati’ on the east and ‘YPEER Afghanistan’ on the west. As per the 2026 data, more than 9 of the national networks are nationally registered, and others are functioning as young networks/groups hosted by other organisations at the national level.

Over the years, Y-PEER AP has supported regional and national initiatives through capacity building, advocacy, youth-led campaigns, partnerships, knowledge exchange, and technical support to national networks. As the network continues to grow and evolve, there is an increasing need to strengthen its institutional foundation, governance arrangements, financial sustainability, leadership transition mechanisms, coordination systems, and legal status.

Y-PEER AP has also been supporting other youth groups and youth organisations throughout the region and beyond by giving financial grants as well as technical support to promote youth activism and youth to address issues such as ‘Family planning, Gender Based Violence, Disability rights, Issues of Young Key Population, Demand generation and more’.

In order to address these priorities, Y-PEER AP plans to convene a strategic regional meeting bringing together national representatives of YPEER National Networks and key stakeholders in November 2026. The regional meeting will provide an opportunity for the network to collectively review the current governance and operational systems, identify challenges and opportunities, strengthen coordination between the regional and national levels, and identify sustainable mechanisms for financing and managing the network.

The overall process will be led and owned by Y-PEER AP and its national networks, with the consultant engaged as a technical resource to support reflection, facilitation, strategic planning, documentation and institutional development. The consultant will work closely with Y-PEER AP before, during and after the regional meeting, providing technical inputs and facilitation support while ensuring that Y-PEER AP and its national networks determine priorities, decisions and strategic directions.

The consultant will support Y-PEER AP to translate the decisions and priorities emerging from this youth-led process into practical governance, sustainability, resource mobilisation and institutional documents. The consultant will also provide technical guidance to Y-PEER AP in assessing and pursuing an appropriate process for institutional registration in Thailand or another viable country in the Asia-Pacific region.

2. Consultancy Purpose and Key Responsibilities

The consultant will serve as the technical resource person to Y-PEER AP and provide advisory, facilitation, documentation and strategic planning support led by Y-PEER AP with representatives of various national networks.

The key responsibilities are grouped under the following areas:

A. Institutional and Governance Review

The consultant/consulting team will:

- Review relevant Y-PEER AP governance, operational, strategic and institutional documents and provide technical observations to the Y-PEER AP team
- Consult Y-PEER AP leadership and core members, national focal points, national networks and selected stakeholders to understand the current governance and institutional challenges, identify key challenges and opportunities, and inform priorities for discussion during the regional meeting.
- Support Y-PEER AP to assess the current governance and organisational structure, including roles, responsibilities, decision-making, accountability, leadership arrangements and national network representation.
- Identify and present potential gaps and risks related to governance, institutional continuity, leadership transition, communication, coordination and sustainability.
- Support the review of membership and affiliation arrangements, conflict-resolution mechanisms and institutional accountability.
- Consolidate key findings and recommendations to inform discussions and decisions during the regional meeting.

B. Design and Co-Facilitate the Regional Governance and Sustainability Meeting

The consultant will:

- Together with YPEER network coordinators, co-develop the agenda, methodology, facilitation materials, discussion guides and participatory exercises for the regional meeting.
- Serve as technical resource person and co-facilitator alongside Y-PEER AP representatives during the regional meeting.
- Support Y-PEER AP to facilitate discussions and collective decision-making among national focal points, national networks and other stakeholders.
- Provide technical inputs and facilitation support to enable participants to review and reach agreement on:
 - Governance and organisational structure;
 - Roles and responsibilities;
 - Leadership selection, terms and succession;
 - National network representation and engagement;
 - Internal communication and coordination;
 - Membership and affiliation;
 - Accountability and transparency;
 - Resource mobilisation and financial sustainability; and
 - Future institutional direction and registration in Thailand.
- Support Y-PEER AP to ensure that the meeting results in clear decisions, recommendations, responsible persons, timelines and follow-up actions.
- Document and consolidate key meeting outcomes.

C. Governance, Network Coordination and Institutional Systems

Drawing from the review and decisions from the regional meeting, the consultant/consulting team will develop or strengthen Y-PEER AP's institutional systems, including:

- Support Y-PEER AP to review and update the Y-PEER AP Governance Charter.
- Facilitate clarification of the roles and responsibilities of regional leadership, core members, national focal points and national networks.
- Provide technical options and recommendations for decision-making, accountability, conflict-of-interest management and conflict resolution.
- Support Y-PEER AP to establish a structured system for regular engagement with national networks, including:
 - National focal point coordination;
 - Network reporting and updates;
 - Regional meetings;
 - Onboarding of new National focal points;
 - Support to sustain active and emerging networks, as well as address challenges facing inactive networks;

- Capacity development; and
- Peer learning.
- Support Y-PEER AP to identify and establish a practical internal communication and knowledge management system covering document storage, meeting records, network databases, institutional records, information sharing and handover during leadership transitions.

D. Governance and Sustainability Strategy and Roadmap

The consultant will develop a practical “Y-PEER Asia Pacific Governance and Sustainability Strategy and Roadmap” for approximately three to five years. The strategy will be based on priorities and decisions collectively agreed by Y-PEER AP and national networks, with the consultant providing technical analysis, facilitation and drafting support.

The strategy should include:

- Institutional vision, direction and priorities;
- Governance structure and institutional arrangements;
- Regional and national network coordination;
- Leadership development and succession;
- Internal communication and knowledge management;
- Institutional capacity strengthening;
- Partnership development;
- Resource mobilisation and financial sustainability;
- Key institutional risks and mitigation measures;
- Monitoring and accountability mechanisms; and
- A clear implementation roadmap with priority actions, responsible persons, timelines, milestones and indicators.

The strategy should clearly distinguish between immediate, short-term, medium-term and longer-term actions.

E. Resource Mobilisation and Financial Sustainability

The consultant will:

- Review Y-PEER AP’s current funding arrangements and identify key financial sustainability challenges.
- Support Y-PEER AP to assess its dependence on short-term project funding and identify opportunities to diversify funding sources.
- Map potential donors, partners and funding opportunities at regional and international levels.
- Identify opportunities for partnerships with UN agencies, governments, foundations, civil society organisations, regional institutions, academic institutions and the private sector.

- Provide technical advice on possible multi-year funding, institutional funding, project grants and other appropriate sustainable financing approaches.
- Develop a practical “Resource Mobilisation and Financial Sustainability Plan” outlining:
 - Priority funding needs;
 - Potential donors and partners;
 - Funding diversification approaches;
 - Partnership and donor engagement strategies;
 - Proposal-development and opportunity-tracking mechanisms;
 - Resource mobilisation responsibilities; and
 - Short-, medium- and long-term actions.

The plan should aim to reduce Y-PEER AP’s dependence on a single donor or short-term project funding.

F. Institutional Registration and Establishment in Thailand (or other suitable country)

The consultant will support Y-PEER AP to identify and pursue an appropriate institutional or legal presence in Thailand or another viable country in the region.

Responsibilities will include:

- Support Y-PEER AP to review the current institutional and legal status.
- Research and assess feasible registration or institutional establishment options in Thailand or another viable country in the region.
- Compare relevant options, including their requirements, advantages, limitations, costs, timelines and ongoing compliance obligations.
- Recommend the most appropriate option based on Y-PEER AP’s regional mandate and operational needs.
- Develop a clear registration roadmap and checklist.
- Identify required institutional decisions and documents.
- Support the review, revision or preparation of governance and organisational documents required for registration.
- Support the compilation and preparation of registration documentation.
- Guide on relevant governance, administrative, financial, banking, reporting and compliance requirements.
- Coordinate with appropriately qualified Thailand-based legal or registration professionals where specialised expertise is required.
- Support communication with relevant authorities or institutions, where appropriate.
- Support Y-PEER AP to initiate and advance the agreed registration process.
- Develop a post-registration compliance checklist and identify key ongoing institutional requirements.

G. Validation, Finalisation and Handover

The consultant will:

- Present draft documents and recommendations to Y-PEER AP for review and validation.
- Incorporate agreed feedback and ensure consistency across all governance, sustainability, resource mobilisation and registration documents.
- Submit final editable versions of all deliverables.
- Conduct a final handover session with Y-PEER AP.
- Clearly identify outstanding actions and immediate priorities requiring follow-up.
- Submit a final consultancy report summarising the work undertaken, key decisions, outputs produced, registration progress, outstanding issues and recommended next steps.

3. Expected Deliverables

The consultant will be expected to deliver the following:

Deliverable 1. Institutional and Governance Assessment: Review of Y-PEER AP's current governance structure, systems, gaps and key recommendations.

Deliverable 2. Regional Governance and Sustainability Meeting: Co-development of the meeting agenda and materials, facilitation of the meeting, and documentation of key decisions and agreed actions.

Deliverable 3. Updated Governance and Institutional Framework: Revised Governance Charter, clarified roles and responsibilities, leadership arrangements, national network coordination, and internal communication systems.

Deliverable 4. Governance and Sustainability Strategy and Roadmap: A practical 3–5 year strategy outlining Y-PEER AP's institutional priorities, sustainability actions, responsibilities, timelines and indicators.

Deliverable 5. Resource Mobilisation and Financial Sustainability Plan: A practical plan identifying potential donors, funding opportunities, partnership approaches and strategies to diversify Y-PEER AP's funding.

Deliverable 6. Registration Roadmap and Support: Assessment of suitable registration options, required documents, step-by-step registration process, support to initiate the process, and post-registration compliance requirements.

Deliverable 7. Final Handover Package and Report: Submission of all final documents, outstanding actions, recommendations and a handover session with Y-PEER AP leadership.

4. Reporting

The consultant will work under the overall guidance of Y-PEER Asia Pacific Centre. A designated focal person and/or members of the Y-PEER AP will provide day-to-day coordination and guidance. The consultant will maintain regular communication with Y-PEER AP throughout the consultancy and provide updates on progress against the agreed work plan. All major deliverables will be reviewed by Y-PEER AP before being finalised.

5. Requirements and experience

The successful consultant should have the following qualifications and experience.

Education

- Advanced university degree in organisational development, business administration, public administration, strategic management, international development, development studies, law, social sciences or another relevant field.

Experience

- At least 10 years of relevant professional experience in organisational development, governance, strategic planning or institutional strengthening.
- Demonstrated experience developing strategic plans, governance frameworks, organisational development strategies or sustainability plans.
- Experience facilitating strategic meetings, workshops or organisational planning processes.
- Experience working with civil society organisations, youth organisations, NGOs, networks or regional organisations.
- Experience in resource mobilisation, partnership development or organisational sustainability.
- Strong understanding of governance structures, leadership systems and organisational accountability.
- Experience working with stakeholders from different countries and cultural contexts is preferred.
- Experience working in Asia and the Pacific is preferred.
- Knowledge and experience related to institutional or nonprofit registration in Thailand is highly desirable.
- Experience working with youth-led organisations or networks is an advantage.
- Excellent facilitation, analytical, writing and communication skills.
- Excellent written and spoken English.

6. Payment and Duration

- The consultancy fee will be negotiated based on the consultant's qualifications, experience, and the scope of work outlined in this TOR.
- The consultancy period will be from October to December 2026.

7. Institutional Arrangements

Y-PEER Asia Pacific Centre will provide the consultant/consulting team with available documents and information required to undertake the assignment.

Y-PEER AP will also support:

- Coordination with national focal points and Steering Committee members;
- Scheduling stakeholder consultations;
- Access to relevant organisational documents;
- Coordination of the regional meeting;
- Introduction to relevant stakeholders;
- Review of consultancy outputs; and
- Coordination related to the institutional registration process where required.

Travel, accommodation, and other related costs associated with participation in the regional meeting should be included in the financial proposal submitted by the consultant or consulting firm.

8. How to Apply

Interested consultants are requested to submit:

- a. CV:** Personal CV, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate
- b. Technical Proposal:** The proposal should include the following understanding of the assignment, proposed methodology, approach to facilitating the regional meeting, approach to developing the governance and sustainability strategy, approach to supporting institutional registration in Thailand and work plan and proposed timeline.
- c. Financial Proposal:** The financial proposal should provide a clear breakdown of professional fees, travel costs (if applicable), other anticipated consultancy expenses and applicable taxes or charges.

Applications should be submitted to **consultancy@ypeerap.org** by **8th October 2026** with the subject:

“Consultancy – Y-PEER AP Governance, Sustainability and Institutional Development”

9. Evaluation of Proposals

The proposals will be evaluated using a combined technical and financial assessment. The technical proposal will account for 70% of the total score and the financial proposal for 30%.

Assessment Basis	Max. Points
Technical Evaluation	
Relevant academic qualifications and overall professional experience	10
Demonstrated experience in organisation development, governance, strategic planning and institutional strengthening	15
Experience working with youth-led organisations, regional networks and/or multi-country initiatives	10
Experience in resource mobilisation, partnership development and financial sustainability	10
Quality of the proposed methodology, including participatory and youth-led approaches, co-facilitation and stakeholder engagement	20
Quality and feasibility of the proposed work plan and timeline	5
Financial Evaluation	
Financial proposals of applicants who meet the minimum technical threshold will be evaluated for completeness, reasonableness and value for money.	30
Combined Total = Technical + Financial Scores	100