##### Annex 1 - Terms of Reference

**Title**

Strategic Plan Development of NRC Partner NGOs – Advocacy and Communication

**Background/Context**

In response to the displacement of refugees fleeing Ukraine, NRC has set up humanitarian operations for refugees arriving in the Republic of Moldova. NRC responds by focusing on an integrated approach that combines our sectoral areas of expertise—education, livelihoods, protection, legal aid (ICLA), WASH, and shelter—working with local partners. NRC’s Country Office in the Republic of Moldova has a rich and varied set of partnerships across thematic areas, which is also one of the most extensive and complex partnerships within NRC.

The partnership engagement builds on the program implementation modality and increasingly prioritizes comprehensive capacity strengthening to ensure sustainability for longer-term viability. As one of the key strategic priorities, NRC is committed to enhancing its partners' capacity in Moldova in identified areas.

**Purpose of the consultancy**

We seek a consultancy specialising in developing robust advocacy and communication strategies for our partners. The purpose of this consultancy is not just to assess our partner's current advocacy and communication frameworks but to support development where limited or no framework exists. By conducting a thorough evaluation and supporting strengthening of advocacy frameworks, partners will identify areas for improvement and develop tailored strategies that can significantly amplify our partner's voice and impact. Developed expertise will empower partners to enhance their advocacy efforts, strengthen communication with stakeholders, and achieve their organizational objectives more effectively, instilling a sense of hope and motivation in our collective efforts.

**Scope of Work**

The consultants will comprehensively assess partner NGOs' current advocacy and communication strategies (up to 4 partners), ensuring alignment with their mission. Subsequently, they will develop bespoke communication strategies tailored to each NGO partner, emphasizing impactful messaging, precise audience targeting, and strategic channel selection to maximize outreach and influence. Key messages will be defined, harmonizing with the partner's mission, values, and objectives to maintain consistency and clarity in their communications. The consultants will also design a digital communication strategy, utilizing digital platforms, social media, and online tools to amplify advocacy efforts and foster stakeholder engagement. Furthermore, the consultants will develop a targeted advocacy campaign, from planning to execution, incorporating stakeholder engagement, message dissemination, and impact measurement. Finally, they will create a mechanism to assess strategy effectiveness, track key performance indicators, and offer data-driven insights for continual enhancement.

**Elements of the plan will include but not limited to:**

1. Assessment Services
2. Communication strategy development
3. Key Messages
4. Digital communication strategy
5. Advocacy Campaign
6. Monitoring and Evaluation

**Specific Task**

This consultancy should include services aimed at helping organizations or individuals effectively communicate their messages and advocate for identified causes. Here are the components that this consultancy includes:

1. **Assessment services:**
	1. **Communication Audits:** These evaluate the organization's/partner's current communication practices, channels, and messaging to identify strengths, weaknesses, and areas for improvement.
	2. **Stakeholder Analysis**: Assessing the key stakeholders, their interests, concerns, and level of engagement with the organization/partners to tailor communication strategies accordingly.
	3. **Media Landscape Analysis**: Analysing the media landscape in Moldova relevant to the NOGOs and INGOs in Moldova to understand media trends, key players, and opportunities for media coverage.
	4. **Digital Presence Audit:** This involves reviewing the organization's/partner's online presence, including its website, social media profiles, and digital content, to assess effectiveness and identify areas for enhancement.
	5. **Policy and Advocacy Environment Scan:** Examining the policy landscape related to the organization's/partner's advocacy goals, identifying relevant stakeholders, decision-makers, and potential barriers or opportunities.
2. **Communication Strategy Development:** This involves creating a comprehensive plan outlining how the organization/ partner will communicate its message, which channels it will use, and the target audience for its communications.
3. **Message Development**: Craft clear, concise, and compelling messages that resonate with the target audience and align with the organization's/partner's goals and values.
4. **Digital Communication:** Develop a strategy for online communication, including social media management, website content, and online advertising.
5. **Advocacy Campaign:** Design an advocacy campaign to promote a specific issue identified.
6. **Evaluation and Monitoring:** Establish parameters and KPIs to monitor the effectiveness of communication and advocacy efforts.

**Deliverable Outputs**

The Consultant shall prepare and complete the plan based on the above. This shall entail, among other things, the following:

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| --- | --- | --- |
| **Deliverables** | **Timeline** | **Percentage of payment** |
| Signing of the contract | Immediate  |  |
| Development of communication strategy with key messages for select local partner organisations based on in depth- assessments | 3 months from start date  | 50% |
| Development of digital communication strategy and design of advocacy campaigns for select partners based on the priorities identified in the communication strategy | 4 months from start date  |  |
| Submission of final version of communication strategy for select local partner organizations including the monitoring and evaluation tool | 5 months from start date  | 50% |

**Commitment to Quality Work**

* The consultant shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment.
* The consultant shall ensure clarity of objectives and process during the consultations, countercheck all facts and figures cited, ensure that the draft strategic plan's content and format meet the high standard for such documents, and ensure proper editing and clarity.
* The consultant shall, at the onset of the planning process, identify all stakeholders having a direct and indirect interest in the strategic plan, listing people, groups, and institutions that influence the work of Partner NGOs. All stakeholders must be able to make inputs into the strategic plan to promote ownership of the plan.

**Method**

* The consultant should demonstrate an understanding of the approach and methodology for developing communication strategies, executing advocacy campaigns, and measuring outcomes.
* Ensure their approach aligns with NRC and Partners' organizational goals, values, and preferred communication style.

**Supervision and Management**

The assignment will be task managed and supervised by the Advocacy and Communication Manager in consultation with Partnerships Team in NRC Moldova

**Qualifications/Competencies/ Experience**

NRC is seeking for the services of a professional or a consultancy firm to develop a strategic advocacy and communication plan for up to 4 partners. The firm/individual must possess the following:

1. Relevant work experience in the development of advocacy and communication strategies.
2. Excellent and proven analytical skills.
3. Excellent organizational and communication skills, prioritising and working with minimum supervision.
4. Possess knowledge of the general social, economic and political environment that influences advocacy and communication landscape in Moldova.
5. Experience on developing assessment and advocacy and communication strategies for NGO and INGOs or similar organizations in the past.

**Duration**

The consultancy shall be for a period no longer than six months, beginning on 1st of August 2024.

**Application materials:**

* Interested parties should submit a concise proposal for how the work will be carried out.
* Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy. Included should be:
	+ Technical approach and suggested timeline (maximum 5 pages)
	+ Products of previous experience in strategic development planning.
	+ Budget for work to be undertaken (submitted in a single Excel worksheet and broken down into personnel, fees, travel and other).
	+ All costs must be submitted as gross amounts and include relevant taxation breakdowns.
	+ Any restrictions on consultant availability to begin work on the 1st of August 2024.
	+ Any restrictions on consultant availability to work/travel during the contract.

##### Annex 2 – Payment terms

All prices and the detailed terms governing the consideration to be paid by NRC for the deliverables provided by the Consultant shall be set out here. If the parties agree on anything that is not stipulated in the main Agreement, then this shall be specified in this Appendix.

NRC will cover only the bank fees charged by its bank. But any other fees such as the intermediary bank fees and the recipient bank fees, if any, should be covered by the consultant.

**Invoicing**

The consultant shall be paid as specified in paragraph 4 of the Consultancy Contract. Upon satisfactory submission and approval of performance-progress and Completion Certificate, signed by the responsible person, the consultant may submit invoice for consultancy fee.

After all supportive documents are submitted, the payment shall be made within thirty (30) calendar days of the date the invoice is approved by NRC.

**Invoices shall be marked:**

The invoice to be addressed to: **Norwegian Refugee Council**

Invoices shall include the following details:

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| --- | --- |
| * Consultant name and address
* Invoice number
* Date of issue
* Precise description of the goods/service delivered
* The amount and the currency
 | * Bank Details
* If payment is based on daily rates: invoice to be accompanied with a timesheet completed and signed by the consultant and verified (signed) by the hiring manager
* Contract Reference number.
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**Taxation**

Income tax of 12% shall be deductible from all payments as per the corresponding laws and legal provisions. However, for the avoidance of the double taxation, provided the country of residence of the Consultant has a signed Agreement for the avoidance of double taxation, as well as provided the Consultant submits the Tax Residence certificate (in case the Contract is signed with an individual) or Company Registration Certificate (in case the Contract is signed with the Company), the tax will not be deducted in Moldova, but shall paid by the Consultant in its Country of residence.