##### Annex 1 - Terms of Reference

**Title**

##### Strategic Plan Development of NRC Partner NGOs

**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 focusing on an integrated approach that combines our sectoral areas of expertise – education, livelihoods, protection, legal aid (ICLA), WASH and shelter working with the local partners. NRC’s Country Office in the Republic of Moldova has rich and varied set of partnerships across thematic areas which is also one of the largest and complex set of 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 invest in strengthening the capacity of its partners in Moldova on identified areas.

**Purpose of the consultancy**

The strategic development consultant will facilitate a directional analysis of NGOs in Partnership with NRC including a monitoring, and evaluation plan. This includes assessing the Theories of Change employed by partner NGOs and examining how they serve to deliver their mission. The purpose of this consultancy is to implement a strategic methodology and support and lead NGOs in Partnership with NRC including their staff and board in a participatory planning process, ensuring a sense of ownership, engaging meaningfully with the boundary partners, board of governance and key stakeholders. The substantive outcome is a two/three-year strategic plan.

**Scope of Work**

The plan must address, amongst other things, organizational development, and resource mobilization initiatives and how to more effectively engage donor agencies, governments and communities more meaningfully in the realization of the Partner NGO’s mission and vision. The consultant will draw from any best practices within similar strategic plans for other non-governmental organizations.

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

1. Determining the best approach to effectively implement strategic planning.
2. Exploring entire strategic planning process in detail from the basics of strategy formulation to the implementation of business strategies in the “real world”
3. Assess the business environment through SWOT analysis.
4. Learning more about how strategic planning can help to prepare organization to rise to a new level of performance.
5. Formulation and execution of strategic plans to meet objectives.
6. Application of strategy planning processes at an organizational and department level
7. Identification of strategic planning issues to develop a unique competitive advantage.
8. Alignment of the organization with strategic planning goals by integrating strategy, objectives, metrics, and performance at departmental level
9. Use of case study to examine the strategic planning process.

**Specific Task**

The Consultant will:

1. Carry out a desk review of documents relevant to an understanding of the mandate, legal frame, work, and context of the Partner NGO.
2. Assess existing Theories of Change employed by the Partner NGO and support the team in establishing an Organizational Theory of Change for the timeline of the strategy.
3. Conduct needs assessment of Partner NGOs, which shall include a review of the existing structure, financial strategy and sustainability and engagement with a view for the future expansion to be components of the final strategy.
4. Conduct a SWOT analysis with the Partner NGOs.
5. Develop a comprehensive methodology and work plan for a participatory process with a view of achieving support from members and partners, which includes holding consultations and facilitating interviews with relevant stakeholders including, but not limited to, donor and development partners, private sector, and civil society NGOs.
6. Finalize the strategic plan, including the log frame and detailed implementation plan, for two/three years. The plan should include priority programs and strategies, baselines and targets, timelines and resource allocations and a monitoring plan.
7. Include a plan to align actions with existing relevant sectors’ strategies informed by best practices internationally and within Moldova.

**Deliverable Outputs**

Based on the above, Consultant shall prepare and complete the two/three-year strategic plan. This shall entail, among other things the following:

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| **Deliverables** | **Timeline** | **Percentage of payment** |
| Signing of the contract | Immediate  |  |
| Inception report with desk review of existing reports, logframes, organizational strategy, theory of change and review of existing structures including financial sustainability of select organizations  | One month from start date  | 50% |
| Submission of draft two/three-year strategy with clear deliverables, key milestones, and direct guidance on implementation to strengthen NRC Partner NGO’s mission and vision for select partners  | 4 months from start date  |  |
| Submission of final version of organizational strategy and presentation of strategic plans for validation  | 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, counter check all facts and figures cited, ensure that the content and format of the draft strategic plan meets 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 shall obtain disaggregated data, review relevant literature, interviews, and undertake field/office visits in selected areas. The consultant is permitted to form a team for the delivery of the objectives of the consultancy.

**Supervision and Management**

The assignment will be task managed and supervised by the Partnerships Team in close coordination with the Head of Programs in NRC.

**Qualifications/Competencies/ Experience**

NRC is seeking for the services of a professional or a consultancy firm to develop a two/three-year strategic plan for its relevant Partner NGOs. The firm/individual must possess the following:

1. Relevant work experience in strategic planning and development.
2. Excellent and proven analytical skills.
3. Excellent organizational and communication skills, ability to prioritize and work with minimum supervision.
4. Possess knowledge in the general social, economic and political environment that influences education landscape in Moldova.
5. Understanding of participatory approaches to management and operations.

**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.