

# TERMS OF REFERENCE

## MID TERM STRATEGY REVIEW

### Introduction:

Global Network of Civil Society Organisations for Disaster Reduction (GNDR) is one of the largest member-led international networks, with over 1500 members across 128 countries. The network brings in members from international NGOs, national NGOs and local ngos. GNDR's vision is "A world in which everyone works together to strengthen the resilience of people most at risk and prevent hazards from becoming disasters".

GNDR developed its strategy "[Local Leadership for Global Impact](#)" for the period 2020-2025, following consultations with a diverse range of members and partners around the world. The strategic goals of 2020-2025 will continue to pursue our mission to strengthen the capacities, knowledge and knowhow of the communities most at risk, such that it reduces the impacts on their lives and livelihoods due to disasters.

To be able to meet the vision of GNDR, the strategy lays down three goals:

1. Strengthen the collaboration, solidarity and mobilisation of CSOs
2. Champion a localisation movement
3. Strive for Risk Informed Development

### Consultancy Scope:

GNDR is now just over half way through its current strategy period 2020-2025 and would like to take the opportunity to reflect with our key stakeholders on progress against our strategic plan 2020-25, document lessons and learnings and decide what and how we may want to adapt our ways of working approaches to improve our impact in the second half of this strategic period.

#### 1.Objectives of the mid term strategy review:

- The mid term review should assess the overall performance of GNDR in line with our values, principles, roles and against the key outcomes. This should be done with a view to identify options to deepen impact in the last two years of the current strategic plan as well as identify and highlight key elements where targets are not met. It is important

to also review the relevance of the current goals in the current strategy period and beyond this strategy period.

- The mid term review should also assess the performance of the Secretariat and Global Board and provide further input to strengthen the performance of the Secretariat as well as strengthen the governance of the network
- The mid term review should provide an opportunity to hear how we are doing as a network from the perspective of National Focal Points (NFPS) and Board members as well as external stakeholders viz. Donor, Partners, Members and other networks.
- The mid term review should be facilitated through a learning process by which we use our critical learning questions to better understand our roles in the sector
- The mid term review should also provide reflections on what should be prioritised in the second half of the strategy implementation.

The mid term review serves the following three purposes-

- a. Test assumptions and provide recommendations for strategic decision making on the implementation of the final 2 years of our strategic plans
- b. Provide accountability towards stakeholders in terms of progress against the strategic plan
- c. Supporting the ongoing learning and development of GNDR and guide the focus of GNDR's work in the second half of the strategy roll out.

The audience for the mid term review will be the GNDR secretariat, GNDR Board, network members, donors and partners. The 'light report' of the review will be made available on the website and shared with the members and other stakeholders.

## 2.Review Questions:

The review will aim to answer following questions (these are suggestive questions and additional questions can be added)

### A. Progress against Strategic Plan 2020-2025

- To what extent have we achieved our Strategic Goals so far? What is the evidence for the outcomes we have achieved?
- What have been our successes, challenges, gaps and missed opportunities?
- What have been the unexpected results of our work, both positive and negative?
- What have been the key changes to the external context that have impacted (both positively and negatively) on our ability to achieve our objectives?

- To what extent have our approaches / working modalities allowed us to timely capture the issues and be agile in response to changing context?
- What were our accelerators and blockages, and why? What should we be focusing on in the second half of the strategy implementation?

## B. Critical Learning Questions against each goal:

### Questions related to goals:

Goal 1: Strengthen the collaboration, solidarity and mobilisation of CSOs

1. How effective are we in making connections and how do members or multi stakeholders or collaborators enhance our collective work? What is the impact of our "Convening" and "Thought Leadership" role?
2. Are we engaging CSOs and other stakeholders in the most strategic and impactful ways possible (e.g. focusing on key actors, messages)? Are we targeting the right audiences?
3. How effective are we in widening civic space through these collaborations? Are we creating or safeguarding space for civil society to engage in decision making on risk reduction?
4. Are GNDR memberships and other allied networks satisfied with the quality of support provided towards common mission i.e to reduce the impact on lives and livelihoods of the communities most at risk due to disasters?

Goal 2: Champion a localisation movement

5. Is GNDR research, advocacy and campaigning, and projects, influencing perceptions of global and local stakeholders and actors to spur changes in their policies and practices regarding creating an enabling environment for localisation?
6. Which tools and resources have been the most important for the civil society actors to facilitate championing the localisation movement?
7. Which are the best models or practices of localisation that have proven to be effective and led to an increase in local actors receiving funds and decision-making responsibilities from governments and multilateral institutions?

Goal 3: Strive for Risk Informed Development

8. Is GNDR research, advocacy and campaigning, and projects, influencing perceptions of the global and local stakeholders and actors to spur changes in the policies and practices regarding risk informed development?
9. Which tools and resources have been the most important for the civil society actors to facilitate striving for risk informed development?
10. Which are the best models or practices of risk informed development that have proven to be effective and led to an increase in local actors receiving funds and decision-making responsibilities from governments and multilateral institutions?

### **Questions related to the Delivery of the Strategy:**

11. Is GNDR's organisational structure fit for purpose? Has the restructuring helped in delivering efficiently the objectives of the organisation, while following the "One team" approach and cross functional collaboration? Is there anything that needs to be changed?
12. How well GNDR are doing in capturing its impact? Is it measured accurately and sufficiently and if not what are the key aspects missing? How does GNDR improve the measurement of impact?
13. Is GNDR sufficiently agile and adaptive - are we able to quickly address the real time issues as they happen?
14. What types of decisions have changed as a result of learning and reflection, based on evidence both internally and externally?
15. How has the Global Board contributed towards overall achievement of the goals and promoting GNDR's values and principles regionally?
16. Have the current models of funding accelerated the progress towards the achievement of the goals?
17. Has GNDR promoted good practices and lessons learned exchange among members ?

### **3. Approach & Methods:**

The review shall mainly be conducted remotely through interviews, group discussions and a desk study. The process of review will develop and apply a rigorous analytical framework to identify the impact of strategy, particularly in terms of advocacy, policy, campaigning and communication activities. Reviewers are expected to detail this framework in the technical offer.

The review will assess the impact of the advocacy, policy, campaigning and communication activities led by the GNDR Secretariat, and the overall governance mechanisms which

facilitate delivery of the strategy. The process will draw out how GNDR contributes to the impact of its members' organisational and technical capacities and factors affecting the engagement of these stakeholders with GNDR for this type of work. A critical analysis of the impact of factors external to the platforms and coalitions, including donor-driven processes, and effects related to partners including GNDR should be included. Consultants will be expected to collect data from a cross-section of representatives of implementing partners, members and external key stakeholders, including a diversity of respondents and different levels of seniority. Interviews with implementing partners and external partners, including representatives of donor agencies, national governments, international institutions such as the UN and EU, and CSOs, should be undertaken. The review methodology and data collection tools will need approval from the GNDR Senior Leadership Team.

Principles underpinning the reviewer's approach are:

- Participatory and culturally sensitive process valuing knowledge and approaches from within the context;
- Impartiality and independence of the review process from the programming and implementation functions;
- Credibility of the review, through use of appropriately skilled and independent experts;
- Transparency of the process, including wide dissemination of results;
- Usefulness of the findings and recommendations, through timely presentation of relevant, productively critical, clear and concise information, and commitment to building a way forward for the next 2 years;
- The review will have a cross-cutting consideration for inclusion, ensuring that factors related to gender, culture, language and other areas are taken into account.

The process of the mid term review will consist of several phases:

(i) Contracting: Contract is signed, and a discussion of the assignment takes place. First documents are provided to the consultant.

(ii) Inception phase: An inception meeting will be held, along with the submission of an inception report. This should be more detailed in terms of the overall design of the mid term review process. It should also mention the method and approach that will be taken in regard to how data will be obtained and analysed based on the key documents provided. The use of a data collection planning worksheet or a similar tool is required. Data triangulation and

quality control are very important and need to be discussed in the inception report. Review questions and presentation in a matrix format / any other format shall be discussed and validated at this stage.

(iii) Review phase: The consultant/s studies all necessary organisational documents; re-constructs and analyses the intervention logic and its assumptions. Existing data needs to be analysed and interpreted. It is expected that data and information will be obtained through different methods such as analysis of documents, structured interviews, semi-structured interviews face-to face (where possible) or by phone, group discussions, online-surveys (if applicable), and others.

(iv) Final draft report: Submission and presentation of final draft report to GNDR Senior Leadership Team. It should include all the comments from the partners and stakeholders.

(v) Final delivery: Submission of final deliverables. Presentation of review findings to the Secretariat and Global Board.

The consultants will work closely with the GNDR Secretariat, ensuring regular communications and meetings throughout the evaluation phase. Support for the logistical aspects of the evaluation can be provided by the GNDR Secretariat

#### **4. Deliverables:**

The key deliverables for this consultancy include the following:

- Conduct a short desk review of existing reflection documentation from the past 2 years
- Conduct and document focus group discussions and interviews with members, partners and other stakeholders
- Analyse content/feedback (both from a consultant perspective as well as engaging internal stakeholders to include their reactions to the feedback)
- Facilitate/co-facilitate a joint Member/Board/Staff workshop for solutioning
- Prepare final report which includes an recommendations /action/implementation plan

#### **5. Profile and Qualifications of the Consultants**

The following Competencies are expected from the applicants for this assignment:

1. Experience of similar assignment in the international humanitarian and development context.
2. Experience in engaging with senior decision makers/policy makers
3. Ability to synthesise and present complex information / arguments easily and effectively
4. Excellent written /oral communication skills
5. Positive and results-oriented attitude, able to meet targets/deadlines.

Following skills and experience are expected from the applicants for this assignment:

**Education:**

At least advanced university degree i.e. master's degree in the field of development economics, social science, public policy, development study, and other relevant fields of study.

**Experience:**

- At least 10 years of programme/project management and policy formulation experience or related field.
- Prior experience of organisational strategy reviews desirable
- Prior projects/programmes/policies evaluation experience is a must. In particular the expert must be fully conversant with Project Cycle Management (PCM) based evaluation work.

**Language Requirement:** Fluency in written and spoken English. Spanish and French desirable

## Application Procedure

The application documents must be submitted no later than 15th Nov 2022 in electronic format to the following address: [nick.roberts@gndr.org](mailto:nick.roberts@gndr.org) specifying "Mid Term Strategy Review" in the subject line.

The application file should include:

1. A technical offer including:

- Mid Term Review methodology: Describe your overall approach and methodology including, but not limited to, review questions, review design, proposed tools and methodology.
- Understanding of the issues at stake and the Terms of Reference.

- Relevant experience: Provide details of projects of similar scope, complexity and nature you have worked on previously.
- Specific expertise: understanding of advocacy campaigning, Global frameworks (incl. Agenda 2030), civic space, international networks.
- Key personnel and staffing: Describe the key personnel. Include CVs (no more than 2 pages each and attached as annex) of key personnel who will be part of the proposed plan.
- Timeline: Include a detailed timeline of key activities. Three references (including telephone numbers) and web links to previous work (if available) or Annexes.

2.A detailed financial offer including:

- A line-item budget: The cost estimates used to prepare the budget should be presented in GBP (including VAT and any other taxes). The tenderer should include his/her proposed daily rate, including all costs.
- A budget narrative.

Applicants should clearly highlight any current or previous working or personal links to GNDR, as well as any risk around conflict of interest.

The interviews will take place during the first week of December 2022. A multilingual selection panel composed of GNDR staff will conduct the interviews. The process of mid term review will commence in January 2023

**Provisional calendar**

A total maximum of 60 working days is currently estimated for this assignment .

Selecting and Contracting of Consultants	By 25th Dec 2022
Inception phase, including kick-off meeting / inception meeting	By 15th January 2023
Review Phase	By 28th February 2023
Final delivery	By 15th March 2023