



## TERMS OF REFERENCE

### **Consultancy for the development of a Strategic Plan for the Human Rights and Justice Centre (HRJC)**

#### **1. Background**

The Human Rights and Justice Centre (HRJC) is a not for profit company improving access to justice for victims of human rights violations in Nepal such as torture, enforced disappearances, extrajudicial executions and sexual violence. The HRJC provides legal assistance to victims regardless of their background, religious or political affiliation, litigates cases, develops local capacity and pushes the human rights agenda forward.

The HRJC Board of Directors recognises the importance of having strong and appropriate organisational, strategic and managerial structures in place to fulfil the HRJC mandate and enable sustainability, therefore seeks an experienced consultant to facilitate the development of a strategic plan for the period 2021-2025 and the alignment of its structure and governance to the plan.

#### **2. Scope of the assignment**

The main objective of the consultancy is to provide technical, strategic and facilitation support to enable the development of a 5-year strategic plan for HRJC that takes into account the current internal and external operating environment and provides a clear road-map to enhance the organization's sustainability and effectiveness.

To achieve this, the Consultant will review and guide the HRJC in:

1. Clearly defining the vision, mission and values of the organization
2. Analysing the internal and external context, through a SWOT, PESTLE and other relevant analysis.
3. Realizing a Stakeholders map to identify relevant strategies to engage them
4. Identifying and prioritizing focus area for the 5-year strategic period
5. Defining strategic goals and objectives
6. Analysing the risks and identifying management approaches and measures to mitigate them
7. Defining a functional organizational and leadership structure to achieve sustainability, including proposals for effective financial and human resource strategies
8. Developing the budget.
9. Establishing an action and monitoring plan with key indicators and milestones to enable effective tracking of the implementation of the strategic plan

The use of participatory processes is expected. Critical reflection by Board members, personnel and stakeholders is integral to this strategic planning initiative. As such, the Consultant will be expected to provide for active and meaningful engagement of HRJC board members and personnel, representative of like-minded Nepalese organizations and other stakeholders through the preparation and facilitation of a two-day strategic planning workshop, interviews with key informants and facilitated discussion (using web-based technologies and/or teleconferencing when needed).

The tasks and responsibilities of the Consultant will include but will not be limited to:

- Develop an analysis framework and work plan to guide the process.
- Attend an Inception Meeting with the HRJC Strategic Planning Team to: (1) discuss the scope of the Terms of Reference and deliverables to be produced and (2) discuss and finalize the work-plan and the proposed consultation schedule.
- Review of relevant organizational documents and key project and program documents, strategic plans of key partners, donor organizations, and related domestic and international reports.
- Conduct individual interviews and consultations with key informants and HRJC team and members.
- Design and prepare participatory methodologies and activities emphasizing discussion and focusing on building upon the organisation's existing strengths.
- Facilitate a 2-days Strategic Planning workshop (workshop must be participatory and must be designed to provoke critical review and thinking amongst the participants).
- Analyse the situational context, through a SWOT, PESTLE, stakeholders analysis and mapping and other relevant tools.
- Facilitate the identification and assessment of significant risks which may affect HRJC's organisational performance today and in the future and propose mitigation measures.
- Through a consultative process and application of an appropriate tool of analysis, identify focus areas and develop strategic objectives and key result areas for the same
- Review the institutional capacity, organizational set-up, financial and administrative systems against the HRJC mandate and the identified strategic objectives and key result areas and make recommendations.
- Develop a strategy for achieving the strategic objectives and key results.
- Translate the strategy in action plans, budget and monitoring plan for the period.
- Hold stakeholder meeting(s) to validate the draft strategic plan and integrate feedbacks.
- Finalize the strategic plan and its annexes and submit it to HRJC

### **3. Key deliverables**

- I. **An inception report** detailing the methodology the tools and the workplan associated with the assignment, including the list of persons to interview, a description of the workshop and any other activity envisaged. The timeframe and due dates for delivery shall be agreed upon between the Consultant and the HRJC Planning Committee, the members of which would be communicated to the selected consultant.
- II. **A two-day strategic planning workshop** for the HRJC Staff, Board and selected stakeholders
- III. **The HRJC strategic plan for the period 2021-2025 and its annexes**, comprising an operational plan and budget
- IV. **A consultancy report** on the process including stakeholder consultations, the highlights of the strategic planning workshop and its evaluation.

*All documents will have to be drafted in English and delivered in digital and physical copies.*

### **4. Duration**

This assignment is due to be fully completed by the end of December 2020.

It is anticipated the work will involve a maximum of 25 consultant-days. The days include time for documents preparation and reporting.

### **5. Institutional arrangements**

The Consultant will report to HRJC Strategic Planning Team. The Strategic Planning team will provide all necessary background documents and will support the Consultant in organising meetings and activities

### **6. Required expertise**

#### Academic qualifications

- A post graduate qualification in a relevant field

#### Experience

- Proven experience of having undertaken similar assignments
- Proven experience and track record of strategy development for non-profit organizations
- Proven experience using participatory approaches and facilitation techniques

#### Skills and competencies

- In-depth understanding of Organization Management and Strategic planning
- Strong analytical skills and ability to synthesize relevant information
- Excellent interpersonal skills and ability to negotiate shared positions
- Competence in organizational development
- High level editing skills in English
- Knowledge and understanding of the human rights sector in Nepal

- Knowledge of International and National Human Rights Mechanisms (Asset)

## 7. Application process

Interested individuals (or companies) who meet the above requirements are invited to submit an Expression of Interest (EOI) comprising the following elements:

1. **Cover letter and updated curriculum vitae** of the consultant that clearly spells out qualifications and experience in relation to this assignment
2. **Technical proposal** for the implementation of the assignment detailing: methodology, workplan, timeframe and a table of content of the strategic plan to be developed
3. **Financial proposal**
4. **Contacts of 3 organizations** that have contracted the consultant to carry out a similar assignment
5. Possibly, **an example** of strategic plan having been developed by the consultant and/or other relevant works delivered in the past.
6. **Copy of PAN**

HRJC will review all Expressions of Interest based on the following:

a) Technical experience to deliver b) Timeframe and Methodology c) Financial proposal.

Please note that financial proposals will be evaluated against the total funds available for the activity and HRJC will enter into negotiations with the best evaluated consultant.

**Applications should be emailed to [contact@hrjc.org.np](mailto:contact@hrjc.org.np) to reach us not later than 10 November 2020.**

**Please quote “Strategic Plan – EoI” on the subject line.**

<http://hrjc.org.np/>

***All applications will be treated with the strictest confidentiality.***