

Terms of Reference (TOR): Consultancy to Facilitate a Strategic Planning Workshop for TMSS

1.0 INTRODUCTION:

Since inception in 1964 and emergence of TMSS as an NGO in 1980, it continued to help the poor and the disadvantaged section especially the women and the disadvantaged and poor of our society. Over the years, TMSS has emerged as one the largest NGO in Bangladesh. The major activities include group formation and leadership development; economic development; human resource development; health education; training in income generation; capacity building training and human rights training. TMSS works all over the country, with community mobilization and relationship-building with key stakeholders.

TMSS does this through improving internal policy, providing information and analysis, and sharing lessons learned. TMSS seeks to become one of the most effective and influential NGO in contributing to the national response to national development. Specifically it:

- a) Providing leadership for creating effective policies and programs in response to development;
- b) Promoting communication between individuals, members, government departments, donor agencies and UN organizations to improve the effectiveness of TMSS responses to development;
- c) Delivering skills and capacity building services;
- d) Supporting and cooperating public engagement activities to raise awareness about and engagement in development.

2.0 BACKGROUND:

TMSS's last strategic plan was designed to provide the organization with a strategic framework for the 2009-2013 periods. Since, then there have been many socio-economic and political; technological, information and communication changes in the development arena. In addition, there are increasingly fewer resources available to NGOs globally and shifting funding models among donor agencies, the conclusion of the Millennium Development Goals (MDGs) and the onset of the Sustainable Development Goals (SDGs) agenda. These shifts at the global and national level place development agencies/organizations especially TMSS at a critical juncture. These changes call on TMSS to revisit its strategic framework and to renew the analysis to develop a feasible and visionary blueprint for advancing TMSS's vision and mandate within this new landscape. The new strategic plan and the framework will be accompanied by a theory of change document, which together will comprise all of TMSS's work, achievements and experiences. In addition, the strategic planning process will inform the renewal of TMSS's bylaws as part of the transition to Bangladesh's new NGO legislation.

TMSS is expected to prepare a five year strategic plan 2017-2021 which sets the long term direction for the implementation of TMSS's mandate. Workshop participants will comprise of the management team and program staff from both field and Head - and Foundation offices. TMSS is seeking to engage an external consultant who can develop the planning workshop framework and materials & tools and take the lead in facilitating the strategic planning workshop. The intention is for workshop participants to consider TMSS's existing programs and to define the future direction and priorities of the organization. In addition to the workshop, the consultant will conduct a desk review of the external context, familiarize him/herself with TMSS's existing policies, programs and consult with staff members and other stakeholders in order to develop the final strategic planning document.

3.0 PURPOSE AND OBJECTIVE:

The purpose of this assignment is for a Consultant to conduct background assessments and facilitate the development of a renewed strategic plan for TMSS for the 2017-2021 periods.

3.1 OBJECTIVES:

The overall objective of this consultancy is to develop a five year Strategic Plan to ensure that TMSS fulfills its mandate.

Specific Objectives:

- Assess and analyze TMSS's internal environment/ context (mission, vision, policies, activities etc.)
- Assess and analyze external environment and stakeholders
- Synthesis of results and identify strategic opportunities
- Plan and facilitate three day-long workshop with Board members, staff and others to prioritize strategic directions
- Support the Executive Director in designing appropriate metrics using the Theory of Change model and/or an organizational balanced scorecard to best align with identified strategic priorities
- Draft and finalize TMSS's strategic plan.

4.0 SCOPE and FOCUS of the assignment:

The scope and focus of the assignment is to provide technical, strategic and facilitation support to enable the renewal of TMSS's strategic plan. TMSS has identified the need to engage a consultant to facilitate the development of an organizational Strategic Plan. A key aspect of the consultancy is preparation for and facilitation of a three-day strategic planning workshop with TMSS board members, staff and stakeholders. It is expected that data will be analyzed using a rigorous and transparent analysis framework, summarized and presented back to TMSS to aid in prioritization of strategic directions.

S/he will conduct a thorough but focused assessment of TMSS's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2017-2021 operational period. The use of participatory processes is expected. Critical reflection by board members, staff and stakeholders is integral to this strategic planning initiative. As such, the Consultant will be expected to provide for active and meaningful engagement of TMSS members and other stakeholders.

The consultancy will lead to the development of a Strategic Plan that will revisit the vision, mission and goals of TMSS and help to determine and articulate the future direction of the organization. Consultancy will support the organization to establish realistic goals and objectives with a defined time frame; and assist with the development of an action plan to achieve these goals and objectives. All data and the results of the workshop will be consolidated into a draft and finalized strategic document, including analysis and the presentation of metrics using a Theory of Change model and/or a balanced scorecard approach.

The Strategic Planning Process will support TMSS to achieve the following:

- a) Clearly defined target beneficiaries and geographic area of focus, including strategic possibilities for geographic expansion
- b) Clearly defined target development sectors and program area of focus, including strategic possibilities for geographic expansion
- c) Financial sustainability plan; support for identifying new donors/income generation and developing standard proposal
- d) Review of development interventions and approach; identify new ways of working to achieve best practice and the realization of organizational and project goals
- e) Identify initiatives to be undertaken for improving organizational systems, structures, policy & procedures, including membership and governance of the Board
- f) Develop an action plan for the execution of the Strategic Plan.

5.0 PROCESS

The Strategic Plan will be developed following a participatory process. This will mutually inform and create ownership amongst relevant stakeholders, including target communities, TMSS Staff and Board members and stakeholders & relevant representatives.

It is anticipated that the process undertaken will include interviews with relevant stakeholders, workshops with TMSS Staff and Board members and review of relevant documents. Participants will have the opportunity to communicate their perspective about the relevance of the past activities of TMSS and influence the changes required to improve the development strategy and approach.

It is expected that the consultant will assist TMSS to analyze the information gathered, which will be used to inform the strategic direction of the organization and answer questions such as the following:

- Where do we want to see TMSS in the next 5-10 years?
- What are the present strengths and weaknesses (including program implementation, management, governance, monitoring systems etc.)?
- What are the interventions to be undertaken for the strengthening of TMSS?
- To what extent synergies can be brought in within and between domains to ensure best uses of human and financial resources?
- Who are the people that TMSS should target, on what issues and where?
- Who are the donors that TMSS can approach for funding its activities?
- How efficient and effective are current board and staffing structures?
- How can TMSS build organizational sustainability?

6.0 Roles and Responsibilities:

a) TMSS and the Strategic Planning Committee will be responsible for:

- a) Preparing the Terms of Reference
- b) Selecting, contracting and managing the Consultant
- c) Covering the costs of and managing communications and logistics associated with the assessment
- d) Actively engaging with the Consultant during the assessment
- e) Identifying stakeholders and relevant documents as needed

b) The Consultant will be responsible for:

- a) Preparation of a work plan and an appropriate Assessment Framework
- b) Actively engaging with staff, Board members and other stakeholders through the use of participatory processes
- c) Regular progress reporting to TMSS
- d) Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference

7.0 Deliverables

The consultant will provide the following deliverables:

- a) An Analysis Framework based on the Terms of Reference
- b) A strategic plan workshop agenda and facilitation plan
- c) A five-year strategic plan including results and resources framework and action plan document including:
 - Executive summary
 - Background of the strategic plan
 - Vision, Mission, Goals and Objectives
 - Organizational Core Principles and values
 - Internal and External analysis (SWOT analysis)
 - Organogram of TMSS

- Strategic Direction: Where does TMSS want to be in 5-10 years?
- Strategic Priorities: who are the target groups; geographical focus
- Strategic Approach: how can TMSS best implement its development program
- How can TMSS attain sustainability; what are the most pressing threats to this?
- Strengthening TMSS: identify organizational development initiatives including governance and management structures review
- Financial Projection: situation analysis and opportunities to diversify financial resource base and donor base
- Implementation Action Plan (IAP) for execution of the Strategic Plan
- Metrics to assess progress made in the attainment of these strategic priorities (using Theory of Change and/or Organizational Balanced Scorecard and/or similar methodology)

8.0 TIME FRAME & WORK SCHEDULE:

a. Time-Frame: The project should be completed by 26th December 2016

b. Work Schedule:

- a) Preparatory, desk review and consultations (3 days)
- b) Planning of Workshop (2 days)
- c) Facilitation of Strategic Planning Workshop (3 days)
- d) Preparation and delivery of workshop draft report (7 days)
- e) Revisions & Submission of Final Report (2 days)

9.0 Consultant Selection Criteria:

The ideal Consultant will have knowledge of and/or proven expertise in:

- Development
- Non- Government Organization (NGO)
- Participatory approaches in conducting assessments and facilitating strategic planning processes
- Familiarity with the Theory of Change approach and building organizational balanced scorecards
- Strategic planning document preparation

10.0 Application process

Please send a cover letter responding to the Terms of Reference that includes a copy of your CV along with a short Rationales, Approach & Methodology for the evaluation and a verifiable list of relevant evaluations conducted in last five years. You should also submit a short budget and an action plan to dedmrtmss@yahoo.com with a copy to tmsses@gmail.com. Applications should be submitted by 5:00pm BDST on November 26, 2016. For more information about TMSS please visit our website: <http://www.TMSS-bd.org>