



For a world without hunger



## TERMS OF REFERENCES

Developing Five Years Strategic Plan (2023 – 2027)	
Country	Pakistan
Project Name	ToGETHER- Strengthening the capacities of local actors in the areas of humanitarian assistance, preparedness, coordination and advocacy.
Project Code	PAK-1109
Lead Partner	Welthungerhilfe – WHH
Local Humanitarian Partner (LHP)	Fast Rural Development Program (FRDP)

### 1. INTRODUCTION:

Fast Rural Development Program (FRDP) is a non-profit and nongovernmental organization registered under the societies Act XXI of 1860 Sindh, Pakistan, working in the underprivileged areas of Sindh, Pakistan since 2007. The Program is aimed at facilitating the disadvantaged communities in a way that they could be empowered to secure their rights with command over the resources and capabilities to manage the process of sustainable development. FRDP is involved with overall integrated development but its major focus is to promote Water and Sanitation, Health & Hygiene, Emergency Relief, improve Education, Mother and Child Health (MNCH), Poverty Alleviation, Promotion of Human Rights (especially the rights of women, children indigenous groups and persons with disabilities), Peace Building and Good Governance.

Fast Rural Development Program (FRDP) with the financial support of DWHH (Deutsche Welthungerhilfe) is implementing two years project with overall objective of “**Strengthening the capacities of local actors in the areas of humanitarian assistance, preparedness, coordination and policy influence**”. Project aimed at contributing to strengthening national organisations in five countries and improving their emergency response and preparedness; Support local and national organisations to be better represented and have a stronger voice in relevant humanitarian platforms and networks;

Support to the international consortium INGOs in cooperation with L/NNGOs to strengthen their capacities, leadership and voice; documentation of best practices in strengthening the humanitarian preparedness and response capacity of L/NGOs and their role and influence on humanitarian operations.

FRDP is seeking qualified consulting firms/consultants to submit proposals for the development of a strategic development plan aimed at advancing its organizational development strategy. This effort is being pursued under the project "Strengthening the capacities of local actors in the areas of humanitarian assistance, preparedness, coordination, and policy influence." The plan will cover a period of five years.

## **2. PURPOSE/RATIONALE FOR THE ASSIGNMENT:**

The main purpose of developing a strategic plan is to increase the scale and impact of the humanitarian and developmental interventions accomplished and enabling FRDP to be a leading national civil society organization. The 5 years' strategic plan should devise a comprehensive and practical guideline that is aligned with organizational constitution, facilitate an environment that contribute to professional and personal development of staff as well as support the implementation of processes and systems to meet the organizational objectives.

## **3. FRDP'S THEMATIC AREAS AND RELATED OBJECTIVES:**

### **A. WATER, SANITATION AND HYGIENE:**

- Increase access to safe drinking water for communities in need.
- Reduce water scarcity and improve water management practices to ensure sustainable access to water resources.
- Improve water quality through increased monitoring and treatment of pollutants and contaminants.
- Promote community participation and ownership in water management and decision-making processes.
- Increase access to safe and adequate sanitation facilities, including toilets and wastewater treatment systems, for communities in need.
- Reduce open defecation and improved hygiene behaviours to prevent the spread of diseases and improve public health outcomes.
- Promote innovative and sustainable sanitation solutions, such as eco-sanitation and resource recovery, that can improve both sanitation and environmental outcomes.
- Build capacity and support institutions that are responsible for sanitation service delivery, such as local governments and service providers.
- Foster behaviour change and social norms that value and prioritize sanitation and hygiene practices.
- Increase awareness and knowledge of hygiene practices, such as hand washing, menstrual hygiene management, and environmental cleanliness.
- Improve hygiene behaviours and practices through targeted education and behaviour change campaigns.
- Build and maintain hygiene infrastructure and facilities, such as hand washing stations and waste management systems, to support good hygiene practices.

- Increase access to hygiene products and services, such as soap, menstrual products, and health care.
- Foster community participation and ownership in hygiene promotion efforts to ensure sustainable behaviour change.

#### B. FOOD SECURITY:

- Increase food availability through sustainable agriculture practices, such as improved land use and water management, and diversification of crops.
- Improve access to food, particularly for vulnerable populations, through safety nets and social protection programs, such as cash transfers and food assistance.
- Enhance food utilization by improving post-harvest handling, processing, and storage, as well as promoting healthy and diversified diets.
- Strengthen food systems and value chains, such as market infrastructure and food safety regulations, to ensure food reaches consumers in a timely and affordable manner.
- Build resilience to shocks and stresses, such as climate change and economic downturns, by promoting adaptive and risk management strategies.

#### C. NUTRITION:

- Reduce malnutrition, particularly stunting and wasting, through improved maternal and child health and nutrition interventions.
- Increase access to nutrient-rich and diverse foods, particularly for vulnerable populations, through targeted food and nutrition programs and behaviour change campaigns.
- Promote appropriate feeding practices, such as exclusive breastfeeding and appropriate complementary feeding, to ensure optimal growth and development of children.
- Address micronutrient deficiencies, such as vitamin A and iron, through food fortification and supplementation programs.
- Strengthen nutrition surveillance and monitoring systems to track progress and inform policy and programmatic decision-making.

#### D. LIVELIHOOD:

- Create income-generating opportunities, particularly for the poor and marginalized, through skills training and entrepreneurship development.
- Increase access to financial services, such as savings and credit, to support livelihoods and asset building.
- Improve market access and value chain development, particularly for smallholder farmers and micro-enterprises, to increase competitiveness and profitability.
- Promote social protection and safety nets, such as insurance and cash transfers, to mitigate risk and vulnerability.
- Enhance disaster risk reduction and climate adaptation strategies to safeguard livelihoods from shocks and stresses.

- To contribute in alleviating/reducing all forms of poverty in Pakistan especially among the neglected communities residing in far-flung and conflict/poverty affected areas;
- To contribute in ending hunger, ensuring food security, improved nutrition and agriculture promotion in Pakistan;
- To ensure sustainable access of our urban communities to safe drinking water and sanitation services;
- To contribute in forming better society with focus on local governance, access to social services, accountability, access to information and human rights;
- To ensure access to improved health services especially of women and children living in poverty and humanitarian situation;
- To ensure access of every child to education on the basis of inclusiveness and equity with particular reference to girls' education;
- To devise a fund-raising strategy ( Both charity and development wing) that contributes to increasing funding from existing sources and to secure new funding from new sources;

#### E. EMERGENCIES:

- Save lives and prevent harm through effective emergency response mechanisms, such as search and rescue, medical care, and food and shelter provision.
- Protect and assist vulnerable populations, such as children, women, and persons with disabilities, during and after emergencies.
- Ensure access to critical services, such as water, sanitation, and healthcare, during emergencies.
- Promote effective coordination and collaboration among responders and stakeholders, such as government agencies, NGOs, and communities.
- Build resilience to future emergencies through preparedness and risk reduction measures, such as early warning systems and contingency planning.

#### F. DISASTER RISK REDUCTION:

- Identify and assess disaster risks, including hazards, vulnerabilities, and exposure, to inform risk reduction measures.
- Reduce exposure and vulnerability to disasters through physical, social, and economic measures, such as hazard-resistant infrastructure, land-use planning, and social protection programs.
- Strengthen disaster preparedness and response systems, including early warning, evacuation, and relief efforts.
- Promote community participation and ownership in disaster risk reduction efforts, such as community-based disaster risk management and early warning systems.
- Build the evidence base for effective disaster risk reduction through research, monitoring, and evaluation, to inform policy and programmatic decision-making.

#### G. EDUCATION FOR EVERY CHILD:

- Ensure that all children have access to quality education regardless of their socioeconomic background.
- Reduce the number of children who drop out of school due to factors such as poverty, child labour, or lack of resources.

- Improve the quality of education to ensure that children receive relevant and useful knowledge and skills.
- Increase the number of trained and qualified teachers to improve the quality of education.
- Provide necessary resources such as books, school supplies, and technology to enhance learning and teaching.

#### H. YOUTH AND WOMEN EMPOWERMENT:

- Increase access to education and employment opportunities for young people and women.
- Provide training and support to help young people and women develop their skills and realize their potential.
- Promote gender equality by reducing discrimination and increasing women's participation in decision-making processes.
- Provide support and resources to help women and youth start their own businesses or enter the job market.
- Promote the rights of young people and women, including the right to education, healthcare, and freedom from violence.

#### I. SUSTAINABLE COMMUNITY ENGAGEMENT:

- Encourage communities to take an active role in their own development by participating in decision-making and resource management.
- Promote sustainable practices that will ensure the long-term health and well-being of the community, such as responsible use of natural resources and waste reduction.
- Increase access to affordable, reliable, and sustainable energy and water sources.
- Build resilient and inclusive communities that are able to adapt to changing circumstances and protect vulnerable populations.
- Foster collaboration between community members, businesses, and government to ensure sustainable development.

#### J. CLIMATE CHANGE:

- Reduce greenhouse gas emissions to limit the impact of climate change on the planet.
- Increase the use of renewable energy sources such as solar, wind, and geothermal power.
- Promote energy efficiency and conservation measures to reduce the demand for energy.
- Promote sustainable agriculture practices that reduce greenhouse gas emissions and protect soil health.
- Encourage individuals and businesses to take action to reduce their carbon footprint, such as by reducing energy use, driving less, and reducing waste.

#### K. GOOD GOVERNANCE:

- Promote transparency and accountability in government decision-making processes.
- Increase public participation in decision-making by providing access to information and opportunities for feedback and engagement.
- Build strong and effective institutions that can provide essential services to citizens.
- Promote the rule of law and protect human rights.

- Reduce corruption and promote ethical behaviour in government.

#### L. HEALTH:

- Increase access to affordable and quality healthcare services, especially for vulnerable populations.
- Promote healthy behaviours such as regular exercise, good nutrition, and disease prevention.
- Increase access to essential medicines and medical supplies.
- Build strong and resilient health systems that can respond to emergencies and outbreaks.
- Improve health outcomes for women and children by providing access to maternal and child health services.

#### 4. CONSULTING FIRM / CONSULTANT'S SKILLS AND EXPERIENCE:

FRDP is looking for consultant or consulting firm with the following skills and experience:

- At least 5 - 8 years' experience for individual consultant and 3 - 5 years' experience for consulting firm in conducting relevant assignments;
- Knowledge about latest developments and trends in the non-profit sector including charity;
- Specific experience in working effectively with INGOs international and national NGOs, Charities and with government authorities at national level;
- Fluency in Sindhi, Urdu and English is required.
- At least Master's degree holder in Development Studies, Social Sciences and having good experience in organizational development approaches applying consulting firms are required to be duly registered with government;
- Solid report writing skills, presentation skills, workshop/meeting moderation skills, event management skills and documentation abilities and experience;
- NGOs and INGOs 2 – 3 references from the past practicing relevant activities;

#### 5. KEY DELIVERABLES:

Successful performance of this assignment will be based on production and timely submission of the following deliverables to FRDP;

- 5.1. An inception report (outlining the methodology, complete tools and planned procedure and approach to the evaluation).
- 5.2. A briefing session on proposed methodologies and tools. (Venue to be mutually decided)
- 5.3. Two de-briefing sessions will take place at the FRDP Head office.
- 5.4. The consultant will debrief FRDP on the major qualitative and quantitative findings before

initiating the report.

- 5.5. A main evaluation report in English that does not exceed 25-30 pages excluding annexes, should include an executive summary, main findings and recommendations.
- 5.6. Note: Pictures and consent form signed by all interviews is mandatory.
- 5.7. The consultant should support his/her analysis of the project's achievements with relevant data and state how this has been sourced.
- 5.8. Revised Draft of strategy document incorporating suggestions and recommendations from FRDP. A second round of revision may be required before the final version of the final Report can be produced;
- 5.9. A final strategy document (one electronic copy in PDF Format and one in DOC format);
- 5.10. An electronic copy of all data collection tools and hard files of collected data set.

## **6. APPROACH AND METHODOLOGY:**

The consultant/consulting firm is expected to come up with the best approaches for undertaking this assignment which may include but not be limited to In-depth Interviews, Key Informant Interviews and Focus Group Discussions. However, the following guiding principles should be taken into consideration:

- 6.1. Review the organization's vision and mission statement;
- 6.2. SWOT (Strength, Weakness, Opportunities and Threats) analysis to set priorities and targets for next 5 years as per objectives mentioned previously in the document;
- 6.3. Define characteristics of the strategic plan;
- 6.4. Develop revised hierarchy / Organogram of FRDP;
- 6.5. Description of Committees to be formed including but not limited to their title, purpose functions, mandate etc;

## **7. FINAL STRATEGY DOCUMENT:**

### **Outline of the assignment**

The final document should contain the different elements given below;

The final strategy document will be:

- i. Produced in English language and should be simple in expression and easy to understand;
- ii. Maximum of 20-25 pages with annexes;

iii. The report format and text should be an A4 paper size and a legible font (e.g. Times New Roman 11 or 12, Arial 10 or 11).

## **8. LINES OF COMMUNICATION/REPORTING:**

The consultant/firm will have close coordination with Project Coordinator and Executive Director.

## **9. RESPONSIBILITIES:**

### **9.1. Responsibilities of the Consultant:**

- Treat documents in a confidential manner;
- Ask for permission before giving any information on the assignment to third parties;
- FRDP will provide all possible assistance to the consultant/firm for the assignment;
- Analyse the opportunities and threats related policies, institutions, and processes (external factors);
- Review of secondary information (relevant existing reports/studies and previous organizational assessment);
- Prepare a summary of key findings and recommendations while looking the main activities of the task;
- Responsibility will be on the shoulders of the consultant, if the submission gets delayed by any of the reason.

### **9.2. Responsibilities of FRDP:**

- Provide contact information;
- Provide feedback in timely manner;
- The concerned person will be monitoring the activities, whenever required.

## **10. Application Process and Timeline:**

We invite interested individuals and companies to submit the following application documents;

- Expression of interest outlining how the consultant/ consulting firm meets the selection criteria and their understanding of the TORs and Methodology;
- A proposed activity detailed schedule/work plan;



- Copy of CV of the consultant who will undertake the relevant assignment (for individual consultant); OR Copy of registration of the consulting firm;
- Work Plan (should not exceed than one month) and Methodology of the activity;
- A detailed and sealed technical and financial proposal should reach at [hr@frdp.org.pk](mailto:hr@frdp.org.pk) before/ on March 31, 2023.