



Hiring individual consultant or firm for developing five years strategic plan for the HELP Cox's Bazar (HCB)

HELP Cox's is a pioneer Cox's Bazar based nonprofit and nonpartisan human rights organization. It has been striving in promoting human rights for the marginalized people especially women and children since 2001. Now it is inviting the Interested Firm/Organization/Consultant **having required experience and meeting requirements in developing Strategic Plan for the organization.**

[Please click the link for details:](#)

Terms of Reference (TOR) for hiring consultant/organization on developing a 5 years Strategic plan for HELP Cox's Bazar are as below:

Strategic Plan Issue:

HELP has no specific strategic plan for the period 2021-2025 and HELP management felt that HELP needs to have a strategic plan with specific directions for HELP programs. In view of the above HELP has decided to prepare a new strategic plan for the period 2021-2025.

HELP is also implements different donor supported, Health care, Relief, Rehabilitation, climate change adaptation, DRR and non-formal education projects. Besides, HELP Cox's Bazar is working with BRAC for the Humanitarian Assistance for Rohingya and Host Communities in Bangladesh project which is being funded by Department for Foreign Affairs and Trade (DFAT), Commonwealth of Australia, and supported by Humanitarian Crisis Management Programme, BRAC.

HELP aspires to adopt a strategy following a standard project implementation cycle approach and Theory of Change to implement those with increased efficiency and affectivity. Thus, all related theme based projects need to have a clear Theory of Change/Log frame inside the SP.

External funding climate is not encouraging amidst rising competition, declining trend in funding and challenge in tapping private sector sources. In line with the above a strong fund raising strategy (approach and procedures) with deep analysis needs to be prepared to garner the above.

It is also important for HELP to effectively strategies to reflect its strength and efficiency to different stakeholders to garner more support and recovery of more resources for its activities.

In order to do the above, HELP also needs to prepare different strategic communication materials and medium (web site, Facebook, brochure, Annual Report, study report, leaflet, poster, flash cards etc.) to achieve the above. To closely examine networking, advocacy and rapport with media and what strategies and concrete steps to be undertaken to further strengthen and reinforce those.

Apart from the above, it is also important to go for an analysis of HELP policy and procedures and find out what policy instrument gaps are there and how those could be minimized. In terms of its finance operation

to closely examine robustness of its control framework, archiving its records and follow business continuity plan (BCP).

Empowerment and participation of communities, especially poor women, are the deepest focus of HELP' development initiatives. HELP has been facilitating to establish strong poor people's organization and through that access to development services in a sustainable manner.

Thus, HELP approach is to implement its project through evolving community organizations, where implementation activity takes place. Now idea is to closely look and analyze what are the degree of such engagement in planning and implementation phase, what are the gaps and how to further improve and strengthen HELP engagement with target communities.

To analyze HELP's internal management environment, employees space and scope of participation; Apart from the above what leadership succession plan is in place at HELP and how those could be conformed to upcoming HELP strategic plan for the period 2021-2025; and if there is any gap that needs to be identified and necessary recommendations needs to be reflected in draft SP. Thus, further to analyze trends in HELP governance and if there are any loopholes that needs to be pointed out and necessary recommendations needs to be inserted in the SP

1. Objective of the consultancy:

The broad objective of the consultancy is to prepare HELP SP for the period 2021-2025 and present to the EC for its approval.

Scope of services:

The subject of the consultancy is to prepare "HELP's Strategic Plan Development for the period 2021-2025. The "deliverables" are described in the respective section.

Duration of the Task:

30 days from signing the agreement 2021.

Methodology:

- Pre discussion with "HELP SP assistance committee" comprised of HELP senior staff.
- Study and review HELP systems and approaches, different HELP publications, Annual Reports, MIS reports, internal Audit Reports, different project reports, HELP EC and AGM reports etc.
- Interview of different stakeholders (CBO leaders and community representatives, women leaders, GO: Ministries, Government agencies and departments engaged with HELP, Donor agencies) in the field and at office level (as appropriate).
- Conversation and opinion sharing with HELP EC and General Body members.
- Also capture direction, opinion , observation of HELP management

2. Deliverables:

Specific Tasks to be undertaken by the Consultant:

- Elaborate strategic plan development process and methodology.

- Conduct a comprehensive external analysis of global trends in SDG period and review links with HELP activity.
- Reference to Cox's Bazar socio-economic situation and future trends.
- Conduct an internal analysis on HELP considering points elaborated inside the bracket to identify its strength and gaps. (constitutional mandate, policies, Gender, Child Rights, Anti-corruption, Employment, Accounting systems, approaches-Accountability matrix, Gender equality, Transparency, Monitoring systems, project cycle monitoring, MIS and risk assessments new projects).
- To identify HELP's strengths, weaknesses, opportunities and threats (SWOT).
- To review HELP's mandate, gap analysis, lessons learnt from report and required achievements and non-accomplishments.
- To review different projects of HELP, insert their Log frames from project documents and establish subsequent review and analysis.
- To review fund raising strategy (approach and procedures) of HELP, its accomplishments, limitations and future recommendations.
- To conduct consultations with Rohingya and Host and extreme poor in HELP project areas in the light of HELP constitutional obligations, targets, process and achievements in past.
- To conduct consultation with HELP senior, mid and entry level staff (from different program and projects) about HELP current plan and their future understanding, strategic directions and expectation about HELP in future.
- Consultation with HELP EC and general members about their understanding, views, expectations, ambitions and advice about HELP's systems (governance, succession plan, gap analysis, systems update, accountability, transparency and gender equality) past implementation status and HELP's future directions.
- Through workshops and or interviews or FGDs to consult with GO institutions, donors and lending organizations of HELP to check their views about HELP, reaction to its immediate past plan, share upcoming strategic direction of HELP, and their views/observation on future strategic direction and expectations from HELP.
- Prepare a draft strategy, share it with HELP management and EC and general members.
- Finalize the strategy document and necessary operational plan for years 1-5 incorporating their feedbacks and observations.

3. Reporting schedule:

- A draft plan and framework of the proposed SP shall have to be submitted within first three days of the commencement of the work.
- In line with the above a meeting shall take place with "HELP staff committee on SP development" in presence of ED HELP.
- HELP will review the plan and road map and forward feedbacks if any within next one week. HELP observation and comments on the SP development shall be incorporated and plan shall be finalized by mid-August 2021.
- A debriefing needs to be done along with submission of first draft of the SP in third week of August 2021.
- HELP management and EC will look into the draft report and forward its feedback by early September 2021.
- Consultant will finalize the draft report incorporating feedbacks and submit the final draft report in soft form and in two hard copies by September 2021.

- Consultant Team should be available to present HELP draft final SP in HELP EC meeting in September 2021.

4. Payments:

Payment shall be made in BDT by bank transfer to the consultants account as indicated by the consultant.

Mode of payment: The first instalment i.e. 25% of the total amount will be disbursed after signing the contract, and against receipt of one original invoice from the consultant. The second and final instalment 75% of the total amount will be paid within seven (7) days after submitting the draft final of the SP with consultants' final invoice (one original) and acceptance by HELP.

4. Vat and Income Tax:

HELP will deduct Tax and VAT at source according to the Govt. policy and deposit the said amount into government treasury.

6. Institutional Arrangements

The consultant will report directly to the Executive Director of the HELP Cox's Bazar. HELP Cox's Bazar will provide relevant background documents necessary for the assignment, including- the laws and judiciary documents, the HELP Cox's Bazar Road Map, HELP Cox's Bazar annual reports, communication strategy, and others policies (if available). The HELP Cox's Bazar shall be responsible for arrange meetings, workshops and other activities under the consultancy.

7. Expertise

a) Academic Qualifications

At least a master's degree, preferable PhD in a relevant field or development field.

b) Experience

- At least five years professional experience in strategic planning, and development management
- Demonstrated experience in working with Non- Government organization and other stakeholders in public sector development programs especially in the area of capacity development

c) Skills and Competencies:

- Ability to work with minimal supervision;
- High level written and oral communications skills in English and Bengali,
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy and integrity;
- Demonstrate excellent interpersonal and professional skills in interacting with government and development partners;
- Skills in facilitation of stakeholder engagements/workshops;
- Evidence of having undertaken similar assignments;
- Experience in research, policy development, management and programming-related work.

8. Confidentiality of information

All documents and data collected in the process of the consultancy will be treated as confidential and used solely to facilitate the consultancy assignment. All information to which the consultant shall receive access to shall at all times be treated as the property of HELP Cox's Bazar and shall not be disclosed saved for where express permission has been granted as such.

9. Application Process

Interested and qualified candidates should submit their applications which should include the following:

1. Detailed Curriculum Vitae
2. Proposal for implementing the assignment with reference of 2/3 strategic plan.
3. VAT and/or Tax certificate

Dead of line of submission: 25th July 2021.

Please quote "**Strategic Plan– HELP Cox's Bazar**" on the subject line. Applications should be emailed to helpcox.org@gmail.com

HELP Cox's Bazar reserves the right to accept or reject all/part bids without assigning any reason whatsoever.