TERM OF REFERENCE

STRATEGIC PLANNING CONSULTANT

Background

The Legal Rights Forum (LRF) is a not-for-profit organization that strives for a democratic, just, peaceful, progressive and inclusive society by strengthening the Rule of Law; improving access to justice; Promoting human, labour rights and informal justice system in Pakistan wherein all citizens, especially children, youth, women, person with special needs and transgender should live with equal protection of law, self-respect and dignity. LRF provides support in programs including, advocacy, raising awareness, research, public interest litigations, cost effective legal assistance, psychosocial support and capacity building to the all stakeholders.

LRF initiative was began in 2007 and was registered under Society Registration Act 1860 in Karachi during 2011-12. So far LRF has gone through an initial phase of progress and it has experienced diverse activities in not muchinstitutionally organized manner. During 2012, LRF made an effort to form proper structure of the organization with well-defined governance policies and it has managed to upgrade its status and profile till today. During 2017, a Strategic Plan for next five years was developed which is currently being implemented. LRF have though many brilliant achievements to rejoice but at the same time it may have many weak areas and lessons learned as well.

Hence, in this backdrop, it has been felt that to become an efficient institution, LRF must once again revise its Organizational Strategic Plan and review Roles and Performance of the Management Committee and the Executive Board in carrying out identified functions, in conjunction with the strategic plan and organizational structure.

In order to assess and strategize the effectiveness and efficiency of LRF’s current organizational structure and management systems in achieving its goals, LRF is looking for services of a competent Consultant to revise its Strategic Plan. It is anticipated that the exercise will help LRF focus on its strengths, minimize threats, and take the greatest possible advantage of opportunities available.
The new Strategic Plan will be developed based on following Terms of References (TORs):

**Objectives**

The overall objective of this consultancy is to develop a One-Year Short-term and a Five-Year Long-term Strategic Plan to ensure that LRF fulfils its mandate.

**Scope of Work**

The scope of work for the Consultant will include but not be limited to:

1. Review the vision and mission based on LRF mandate;
2. Undertake stakeholder mapping and analysis;
3. Undertake a situation analysis of LRF operations to date;
4. Conduct SWOT Analysis and involve LRF team and its Governing Board;
5. 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;
6. Review the institutional capacity, organizational set-up, financial and administrative systems against the LRF mandate and the identified strategic objectives and key result areas; and make recommendations, if any;
7. Propose a strategy for achieving the strategic objectives and key results;
8. Develop a Results and Resources Framework for the plan period;
9. Hold stakeholder meeting(s) to validate the draft Strategic Plan;
10. Finalize One-Year Short-term Strategic Plan and a Five-Year Long-term Strategic Plan and submit to LRF.

**Deliverables**

- A One-Year Short-term Strategic Plan including a results and resources framework
- A Five-Year Long-term Strategic Plan including a results and resources framework
- Report on the process including stakeholder consultations and workshops

**Time Span**

This assignment is expected to be carried out for a period of 30 working days. It must be completed by 15\textsuperscript{th} December 2019.

**Institutional Arrangements**

The Consultant will report directly to the Chief Executive Officer of LRF. LRF will provide relevant background documents necessary for the assignment including, last Strategic Plan, the by-laws of
LRF, LRF Profile and geographical map, LRF Annual Reports, the M&E framework and the draft communication strategy. The LTF shall be responsible for the coordination of meetings and other activities under the Consultancy.

**Expertise**

**a) Academic Qualifications**

At least a master’s degree in a relevant field in the area of planning, public policy, development studies and

**b) Experience**

- At least five years professional experience in strategic planning and management;
- Prior working experience on decentralization issues is an added advantage; and
- Demonstrated experience in working with NGOs, government partners and other stakeholders in the development 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 Urdu;
- 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 LRF team, Governing Board and 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.

**Payment Schedule**

Payment of consultancy fee will be subjected to compliance with under-mentioned conditions:

1) Tax deductions will be made from the consultancy fee as per the prevailing laws of the state.
2) Payments will be made in 3 installments.
3) Issuance of final installment to the Consultant will be subjected to LRF’s approval of the deliverables that s/he will furnish.
4) Payment(s) will be made to the Consultant upon timely furnishing of deliverables by him/her.
5) Payment(s) will be made to the Consultant only if the deliverables furnished by him/her are assessed to be in compliance with minimum quality standards laid down by LRF.
6) Payment(s) will be made upon submission of invoice along with original copies (hard and soft) of deliverables by the Technical.

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<th>Date</th>
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<tr>
<td>Third Installment</td>
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**How to Apply**

Interested candidates are requested to submit the following documents on the postal / email address given below not later than November 11, 2019.

**In case of Individual Consultant/s:**
1. Technical proposal containing detailed CV/s and suggested methodology
2. Financial proposal
3. CNIC of lead consultant and N.T.N number

**Address for Submission of Proposals:**

Legal Rights Forum
**Address:** 31-C, Mezzanine Floor, Old Sunset Boulevard, DHA (Phase-2), Karachi
Tel: +92 21 35388695
**Email:** info@lrfpk.org