

# Terms of Reference and Scope of Service

## Consultant to conduct a risk assessment & to develop NOHA's strategic plan

NOHA is hereby inviting qualified consultants to submit proposals to conduct a strategic planning review and process and an organisational risk assessment of the network.

### 1. Background & objectives

The NOHA Board of Directors and General Assembly recognise the importance of having strong and appropriate organisational, strategic and managerial structures in place to enable future expansion and goal achievement. Both, the strategic planning process and risk management are a central part of this. NOHA's current strategy (2015-2019) is soon coming to an end and the next strategy needs to be developed for the period 2020-2025.

NOHA therefore wants to commission the development of a strategic plan, including the evaluation of the previous strategy, and an organisational risk assessment. The process aims to provide a better understanding of (1) NOHA's organisational capacity and skills, (2) the strength and sustainability of the existing structure, (3) processes to support changes in NOHA's funding sources, and (4) the level of risk embedded within NOHA. In addition, and based on the risks identified, the strategic planning review and process seeks to define the future direction, strategy and priorities of the network.

### 2. Scope of Work

In close coordination with the NOHA General Secretariat and the Executive Committee, the Consultant will conduct the risk assessment of the network, review the past strategy and develop a 5-year strategic plan. The scope of work includes:

#### a. General:

- Familiarisation with NOHA and its existing programmes, including review of organisational and past strategic documents and meetings with key staff.

#### b. Risk assessment:

- Outline the strengths and weaknesses of NOHA's organisational, strategic and managerial structures and processes;
- Evaluate the level of NOHA's organisational skills and the capacity of each body to support the network;
- Facilitate the identification and assessment of significant risks which may affect NOHA's organisational performance today and in the future. This will cover the full spectrum of risks such as strategic risks, reputational risk, regulatory compliance risks, financial risks, projects risks, technology and systems risk, and human resource management risks;
- Rank or evaluate the risks;
- Propose suitable risk mitigation measures;
- Document the identified risks in a risk register; and
- Design and implement practical tools and techniques for risk management (key risk indicators, incident management, risk quantification, compliance, action point tracking and monitoring and reporting).

#### c. Strategic review and planning

- Review NOHA's current strategy.
- Develop workshop methodologies and materials in conjunction with the NOHA General Secretariat and the Executive Committee;
- Design and prepare innovative participatory methodologies, including mind maps and activities emphasizing discussion and focusing on building upon the organisation's existing strengths;
- Facilitate the Strategic Planning workshop(s) (workshops must be participatory and must be designed to provoke critical review and thinking amongst the participants);
- Conduct consultations with key stakeholders;
- Ensure that the changes and evolution of the sector, both educational and humanitarian, are taken into account; and
- Compile the workshop report(s) and the strategic planning document.

### 3. Key deliverables:

- Inception report, completed within two weeks of commencement of assignment. The inception report shall include:
  - o A detailed description of the methodology and timeline for the risk assessment and strategic planning process.
  - o The list of persons to interview.
  - o A description of the workshop(s) and any other activities envisaged.
- Risk assessment report, to be completed 4 weeks after approval of the inception report. The risk assessment report shall include all of the elements included under point 2b above.
- Evaluation report of the current strategy (2015-2019), to be completed 4 weeks after submission of the risk assessment report. The evaluation report shall be a maximum of 2 pages indicating the main strengths, weaknesses, opportunities and threats.
- Draft 2020-2025 strategic plan, to be completed 4 weeks after submission of the evaluation report of the current strategy. The draft shall be discussed during the February 2019 Board of Directors meeting with the consultant. The final strategic plan shall be delivered at most 2 weeks after the Board meeting.

### 4. Duration of the consultancy

The process will start in September 2018 and should be completed in March 2019 latest. The maximum number of person-days allocated are:

- Inception phase: 5 days
- Risk assessment phase: 10 days
- Strategy review and development phase: 15 days

### 5. Institutional arrangement

The Consultant will report directly to the NOHA Board. The NOHA General Secretariat will provide all of the necessary background documents and support the Consultant in organising meetings and activities with the Network members and NOHA bodies.

### 6. Expertise

- Experience in conducting and facilitating similar risk assessments and strategic planning processes with international NGOs;
- Understanding of higher education institutions and education networks;
- Understanding of humanitarian needs and issues in general, and the professionalisation trends within the sector in particular.
- Experience in the humanitarian sector is an asset;
- Knowledge and experience using participatory approaches and innovative facilitation techniques;
- Strong analytical skills;
- Excellent interpersonal skills and ability to negotiate shared positions; and
- Excellent communication skills and fluency in English.

If interested, please send a cover letter, CV and a technical concept note describing the process suggested (one page maximum) and a financial proposal including consultancy fees per day and a global allocation for travel and costs for activities (one page maximum) to: [info@nohanet.org](mailto:info@nohanet.org) by 30 July 2018 quoting in the subject "Strategic planning process NOHA". Please note that the maximum total budget allocated for fees, mission costs and activities is of 25,000€.

For more information on NOHA, please visit [www.nohanet.org](http://www.nohanet.org).