

Terms of Reference (ToRs) for organisational review of Norwegian Mission Alliance in Vietnam

The Norwegian Mission Alliance in Vietnam (NMA-V) is seeking a highly qualified international consultant team to conduct the organisational and management review. The deadline for application is Jan 15th 2018 and the final report must be finalized by May 31st 2018.

Section	Contents/Comments
1. Title	Organisational and Management Review NMAV
2. Background	NMA-V is a non-governmental organization that has worked in partnership with Vietnamese local governments since 1996. NMA-V and the local partners have worked together to empower the poor and marginalized through inclusion and poverty reduction. We emphasise that the target groups in our projects shall not be reduced to objects of our charity. They are acting subjects with their own will and ability to take responsibility for their own lives and development.
3. Context	<p>NMAV has submitted a new 5-year project proposal, in which we will:</p> <p>Build knowledge and capacity: through schools and Women Union, we will train 10,000 students and 60,000 households to be more climate change resilient. We will build on existing local climate change experience and work with local authorities to provide the best possible training and advice.</p> <p>Provide access to stable income: with microfinance and Saving and Loaning groups we will provide loans and training to more than 57,000¹ poor women. Women can improve their income and welfare through diversified and climate robust livelihoods, and increase their resilience to climate hazards.</p> <p>We promote equal opportunities for women, men and people with disabilities. School children will learn about gender equity and disability inclusion, and we will have gender trainings in the communities.</p> <p>Direct target group: 131,000¹ poor women, boys and girls. Indirect target group including household members: 485,000.</p>
4. Objective of the Review	Assess the effectiveness and efficiency of NMAV's current management and organisational structure, and recommend doable actions to ensure NMAV efficiently accomplish its mission. Focus should be given on external relationship with partners, internal organisational and management structures, integrated programming, staff job satisfaction, organisational learning and other identified gaps. Results of NMAVs work should be highlighted where relevant.
5. Reasons for Review	<p>We have identified the need to evaluate our current organisational and management structure considering:</p> <ul style="list-style-type: none"> • The closure of a 5-year program cycle • A new strategy and a new 5-year proposal with a new thematic focus

¹ See more details in section H

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	<ul style="list-style-type: none"> • Staff resources, staff mobility, and new organisational structure • New implementing partners. • New and more integrated program • Increased Norad demand for accountability and results reporting • Changing NGO environment <p>The review should be informed by our new strategy, theory of change, our project plans 2012-2017 and 2018-2022 and budget forecasts.</p>
6. Scope and Focus	<p>The Scope will cover internal organizational structure, management, communication, and roles and functions of all staff. The scope will also cover key external partners for NMAV and achievement of results.</p> <p>The review will focus on all NMAV staff's capacities and ability to perform required tasks and contribute to the organizational development. Focus will also be on how our external partners perceive the role and function of NMAV, and if they have any concerns or areas of improvement for our partnerships.</p> <p>Possible Lines of Enquiry:</p> <p>1. Organisational structures How has NMAVs organisational structure evolved? What are the strengths and weaknesses of the current organisational structure and organisational capacities? Tools and technologies to improve coordination, planning and decision-making processes. Adequacy of office space and arrangements. Working environment and working support equipment. Remote working.</p> <p>2. Roles and Performance of the management (Director and SMT) according to strategic plan and organisational structure. Appropriate time allocation between management and programme work. The impact of regular changes in leadership/Director. External relations. Timeliness of decision-making</p> <ul style="list-style-type: none"> • Are targets and direction clear and decisive? • When decisions are made, how are these communicated to those implicated? • How does the staff describe the strength and weaknesses of the CEO? • How does two-ways communication structures work? <p>3. Staff Roles and Responsibilities Oversight of staff and their priorities, competence, time allocation, responsibilities, decision making, external relations and communication. Any internal tensions or conflicts? Staff's relationship to line manager and senior management, do they feel supported? What motivates staff to stay in NMAV? Are they proud to work for NMAV? Where does staff see themselves in 3-5 years?</p> <p>4. Staff support to management and organisation</p>

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	<p>How does staff support their manager (s)? How does staff contribute to organisational development? How does staff support their colleagues? To what extent does staff take on independent responsibilities?</p> <p>5. Internal learning culture: How is learning and continual improvement assured in your organization?</p> <ul style="list-style-type: none"> • What kind of training and capacity building is available for staff? In what area do you see the greatest need for training for the staff? • What is done to make sure staff share the organization's vision, mission, values and understand its strategy? • How do you monitor the progress of projects? Who are part of discussions and reflections regarding progress? How often? <p>6. NMAV's working relations with management partners PMB structure, board of MOM, VFD, Oslo head office, partner relationships more in general.</p> <ul style="list-style-type: none"> • How is the organisations ability to collaborate with partners and achieve results? • What is your organization's unique contribution to your context? • Which networks and alliances is it important for you to belong to? How do they benefit you? What do you contribute to them?
7. Participants	All staff and key partners will participate in the review. A Steering Committee will be established for the Organisational Review, with 3 members
8. Roles and Responsibilities for the Review	<ul style="list-style-type: none"> • The consultant shall be responsible for carrying out the review in accordance with the TORs • The staff and the SMT will make themselves available for interviews during the review period and • The organization will provide the relevant documentation to the consultant • The Steering Committee will facilitate the process and ensure that the consultant will deliver according to the TOR.
9. Organisational Review process	<p>The consultant is to submit their plan for the organisational review considering the suggestions below:</p> <ul style="list-style-type: none"> • Initial meetings between the consultant and NMAV to agree on the scope of work and contents of a workplan • Consultant desk research to understand the context, organisational structure, management tools, systems and approaches, decide format of interviews • Interviews with all members of staff and the SMT • Interviews with key partners • Discuss both internal and external findings at a NMAV internal workshop

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10. Deliverables and Milestones	<p>The consultant is to submit:</p> <ul style="list-style-type: none"> • Inception report with a plan and methodology for the review • Written draft report including documentation of findings • The written report must be consistent with the TORs, including actionable recommendations and options for NMAV. The report should summarise and analyse feedback and findings, and recommend doable options for NMAV going forwards. Length of report should not exceed 25 pages (excluding annexes). • Delivery of final report considering revisions and requested changes <p>Milestones:</p> <ul style="list-style-type: none"> • Deadline for application January 26th 2018 • Sign contract by Feb 2nd January 2018 • Start date by March 1st 2018 • Consultant meeting with SMT • Consultant to submit work plan for process of completion of review and report • Draft report with preliminary findings to be submitted by April 15th • Draft final report by April 30th • NMAV SMT feedback within 2 weeks • Final report by May 31st. • Final dissemination workshop
10. Consultant Qualifications	<p>Experience with international NGOs and collaboration with local implementing partners, experience of carrying out organisational management reviews, experience and knowledge of NMAVs area of work, including development work, desirable. Team with local and international consultants will be welcome. References required</p>
11. Cost parameters	<p>Quote is required with a detailed breakdown of number of days and any associated costs</p>