Annex 1 Terms of Reference / NRC Ukraine: Durable Solutions Consultant for livelihoods programming

**Terms of Reference - Consultancy**

Position: Strategy Process Support Consultant

Reports to: Country Director

Duty station: Remote work (home country)

Travel: Field visit (2 weeks from home country) to Ukraine

Project number: UAFM2021

Duration & type of contract: Not more than a maximum six months to complete deliverables

* + - 1. **Background:**

Almost seven years of active fighting have had profound consequences on the lives of more than five million people in conflict-affected Donetska and Luhanska oblasts of eastern Ukraine. Some 3.4 million of these people are in need of humanitarian assistance and protection. The vast majority of the 1.9 million people targeted for humanitarian assistance live in the two oblasts. Over 770,000 of the people targeted live in areas outside of Government-control (NGCA) while 1.14 million live in Government-controlled areas (GCA). The GCA caseload includes 189,000 people who have been internally displaced and account for 17 per cent of the people targeted in GCA. There are fewer people targeted for assistance in NGCA than GCA despite the higher severity of humanitarian needs because ongoing access constraints continue to limit operational capacity.

The shock of COVID-19 has created additional pressure on the struggling civilian population. The pandemic and its ramifications have sent the weakened healthcare system, the insufficient provision of social services and the declining regional economy to a breaking point. The affected populations’ living standards are negatively impacted by the disruption of basic services such as water, electricity, public transport and health care. The “contact line” has severed local service networks, markets and employment opportunities between GCA and NGCA. This has led to a “reorganization” of networks, forcing people, particularly in rural areas, to make new connections and seek services and employment in new locations. This phenomenon has placed an additional burden on services and capacities in urban areas that have not been directly affected by the armed conflict, but now have to serve a larger population. IDPs face difficulties related to durable solutions and seek greater support in the areas of livelihoods and housing. Increased restrictions on humanitarian access to Donetsk (NGCA) have been compounded by the closures of the crossing points due to the COVID-19 Pandemic. This has limited civilians’ abilities to cross the “contact line” and has led to a significant gap in the humanitarian response as only few partners have had access to implement projects. This unfortunate situation has led to approximately 230,000 people with unmet needs in NGCA.

NRC started its activities in eastern Ukraine in late 2014 striving to help people displaced by the armed conflict. NRC supports internally displaced people, as well as the local population living in conflict-affected communities in government-controlled areas of Donetsk and Luhansk oblasts, especially along the so-called “contact line”. NRC provides legal aid services, helps to improve sanitary conditions of public infrastructure, supports vulnerable families with basic food items during the winter season, and implements a range of livelihood activities. Due to the volatile situation, NRC maintains the capacity to rapidly react to evolving humanitarian needs. At the same time, NRC is working to mitigate the risk of protracted displacement and has begun to purpose approaches that offer durable solutions for the displaced and host communities. In 2019, through various projects, NRC assisted over 32,802 people in Luhansk and Donetsk oblasts.

In 2020, NRC has started a new cycle of global strategy development for the period 2022-2025. As part of the global process, NRC Ukraine is planning to start with the development of its four-year strategy, which will analyse external context, look at the most likely scenarios in Ukraine during the strategy period, take stock of internal capacities, capture NRC strengths and opportunities, as well as some of our weaknesses and the risks we might face in the coming years. NRC Ukraine strategy will be based on the local context but linked to NRC Global strategy and NRC Ambition 2030.

* + - 1. **Objectives:**

The main objectives for the consultancy include:

* Support NRC Ukraine in shaping the thinking around the development of its internal strategy process 2022-2025, ensuring that all various elements characterizing the NRC standard strategies are taken into account.
* Support NRC Ukraine in developing the required 2022-2025 Country Strategy documents.
  + - 1. **Key activities:**

The key activities for the consultancy will include:

* Complete a desk review of NRC’s previous strategy, vision, mission and other programme and context related documents, including study of Ukraine relevant documents such as HNO, HRP, HIP etc
* Participate in several online meetings/workshops: pre-strategy planning meeting’ Strategy Kick Off Workshop, Access Strategy Workshop
* Conduct external stakeholder consultations,
* Support the planning for area programme strategy workshop
* Support the CD with Access Strategy Workshop
* Plan and facilitate Ukraine two-day country strategy workshop by setting up the agenda and all sessions and facilitating strategy discussions which will include drafting Strategy Map with Objectives/Sub-Objectives
* Spend 10 working days in the country at minimum.
* Compile the inputs and results from the discussions
* Drafting strategy documents
* Deliver a presentation to CO highlighting the key areas of the strategy.
  + - 1. **Main deliverables:**
* **Deliverable 1**: **External consultations with stakeholders**: the consultant will conduct semi-structured online interviews with the key stakeholders including, but not limited to, donors, UN agencies, UN cluster leads, peer agencies (local and international), and government officials at different levels. The objective will be to understand their perceptions of NRC and the work NRC does as well as to provide insights into wider issues in Ukraine. The total number of interviews will be between 15 and 20. Key delivery: meeting notes plus summary (in the format of power point) to be presented.
* **Deliverable 2:** **Support Area Programme Strategy Workshop:** support CC PMs/PDMs to prepare for area programme strategy workshop and develop programme strategies by carrying out internal consultations with each CC team and creating tools to ensure standard and integrated approach including preparation for integrated log frame
* **Deliverable 3:** **Ukraine Access Strategy**: support CD in preparation of Access Strategy Workshop and drafting Ukraine Access Strategy. The consultant will advise the CD on structuring the discussion for the Access Strategy workshop, the consultant will attend online Access Strategy Workshop (facilitated by CD), take minutes during the discussions and produce the initial draft of Access Strategy (2-3 pages)
* **Deliverable 4:** **Facilitate country strategy workshop**: the consultant is expected to facilitate 2 days in-person strategy workshop with the support of CMG members. The objective of the CO workshop is to define Strategic Objectives and sub-objectives as well as activities and initiatives necessary to achieve them.
* **Deliverable 5:** **Development of Ukraine Country Strategy 2022-2025**: Develop the main narrative components of the Ukraine 2022-2025 Country Strategy based on results of key workshops, stakeholder analysis and complementing those with conversations with the Country Director and, where needed, with members of the Country Management Group (CMG). Following comments by CMG, develop the second draft of Ukraine Strategy 2022-2024
  + - 1. **Milestones**

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| --- | --- | --- |
| **#** | **Expected Deliverables from the Consultant** | **Verification of Receipt and Finalization** |
| 1 | External consultations with stakeholders | Country Director |
| 2 | Support Area Programme Workshop | Head of Programme |
| 3 | Ukraine Access Strategy | Country Director |
| 4 | Facilitate Country Strategy Workshop | Country Director |
| 5 | Development of Ukraine Country Strategy 2022-2025 | Country Director |

* + - 1. **Payment Terms**
* The payment for the consultancy service will be implemented through the NRC Head Office in Oslo in USD by bank transfer within 10 working days after submission of all required documents and deliverables by the evaluator(s) to NRC Ukraine.
* The international consultant(s) are responsible for all taxable income in their home country.
  + - 1. **Required competencies:**
* Relevant post graduate degree
* At least 5 years of proven professional experience in humanitarian-development sector; at least 3 of which should be overseas.
* Proven experience in designing and writing INGO strategies
* Native English speaker with strong writing skills
* Basic Understanding of Ukraine context
* Prior experience working with NRC and understanding of NRC strategic processes is an advantage
* Previous experience of working on Ukraine is an advantage
  + - 1. **Application instructions:**
* The Consultancy should be conducted and finalized by mid October, 2021. Applications should include the following:
  + CVs
  + Cover letter addressing how the applicant meets Required Competencies
  + At least 2 samples of previous work undertaken and led by the consultant
  + Proposed budget itemized detailing consultancy fees, travel, per diem, insurance costs, and communications; all budgets should be made in USD (Please note that NRC will provide a translator when required as well as transportation within Severodonetsk area, transportation from and to the airport and from and to the train station and return train ticket from Kyiv to Severodonetsk).
  + If applying as a registered business, please provide all registration and tax documents. This can be business registration and/or VAT or company tax registration from country of origin. If no proof of registration is available, consultant (sole trader) must confirm by signing the Consultant declaration that he/she complied with self-employment regulation in his / her country of origin.

Important Notes regarding Deliverables

*Reports should be submitted in Microsoft Word format, in UK English* [amend as appropriate]*. All text should be unformatted. Graphs or other graphical devices should be editable (i.e. not pictures). All references must be cited according to convention, and detailed in a bibliography, using the Harvard system as set out in the* [*UNESCO Style Manual*](http://unesdoc.unesco.org/images/0014/001418/141812e.pdf)*. All verbatim quotations must appear in quotation marks and must not be of excessive length. All data collected under the consultancy must be submitted with the deliverables, in a widely recognized format such as Microsoft Excel.*

*Everything submitted to NRC must be the original work of the consultants. Any plagiarism in any form, or any other breach of intellectual property rights, will automatically disqualify the consultant from receiving any further payments under the contract by NRC, and NRC will seek to recover any payments already made.*

*The consultant will follow* [*Ethical Research Involving Children*](https://childethics.com/ethical-guidance/) *guidance on the ethical participation of children. In addition, all participants in any study or other interaction will be fully informed about the nature and purpose of the interaction and their requested involvement*. *Informed consent must be obtained for any photographs, audio or video recordings, etc., in accordance with NRC’s policy on consent.*

*NRC will own the intellectual property rights to all materials submitted by the consultants under the contract. The consultants must therefore ensure that they have possession of any materials provided to NRC as a part of the deliverable. The rights to reproduce the reports will fall to NRC and its contracted agents. NRC will be free to reproduce the materials at will and to grant reproduction rights.*

**Annex 2 Schedule of Deliverables**

Commencement

1. The Assignment shall commence on *June 1, 2021*

**Period for the Assignment**

1. The Assignment shall continue until *October 20, 2021*

**Schedule of deliverables**

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| --- | --- | --- |
| **#** | **Expected Deliverables from the Consultant** | **Timeline** |
| 1 | External consultations with stakeholders | By August 1 2021 |
| 2 | Support Area Programme Workshop | End of July 2021 |
| 3 | Ukraine Access Strategy | End of July |
| 4 | Facilitate Country Strategy Workshop | 13-17 September, 2021 |
| 5 | Development of Ukraine Country Strategy 2022-2025 | 15th October, 2021 |

**The NRC’s key personnel: NRC Ukraine Country Director**

# Annex 3 Prices and Payment Provisions

**Schedule of payments**

The payment for this consultancy will be made in 2 separate tranches. Tranche 1 in the amount of 50% of the total value of the consultancy shall be payed following the approvals of Deliverables 1-3. Second and the final payment for the reminder of the value of the consultancy shall be payed upon the approval of deliverables 4-5. All deliverables will be signed off by the NRC’s Ukraine Country Director.

The Agreement, clause 4.1 Payment

The Payment for the Assignment is agreed as follows:

1. Fixed price for the Assignment

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| --- | --- | --- | --- |
|  | Currency | Amount | Notes |
| Price for the Assignment | USD | TBD | excl. VAT |
| VAT, 0% | USD | TBD |  |
| Total price | USD | TBD | incl. VAT |

**The Agreement, clause 4.2 Invoicing**

Fixed price:

1. Fees will be paid according to the following plan based on NRC’s satisfactorily receipt of the following deliverables:

* **Deliverable 1**: Summary of external consultations and presentation
* **Deliverable 2:** Support CC PMs/PDMs to prepare for area programme strategy workshop and programme strategies
* **Deliverable 3:** Ukraine Access Strategy (2-3 pages)
* **Deliverable 4:** Facilitate country strategy workshop
* **Deliverable 5:** Develop the main narrative components of the Ukraine 2022-2025 Country Strategy based on results of key workshops, stakeholder analysis and complementing those with conversations with the Country Director and, where needed, with members of the Country Management Group (CMG). Following comments by CMG, develop the second draft of Ukraine Strategy 2022-2024
* NRC invoice address: Ukraine, 93408, Severodonetsk, 10 Fedorenka str.

Reference number: UAFM2021

Name: NRC Ukraine

The invoice shall contain the bank details of the Consultancy the payment is to be processed.