

TERMS OF REFERENCE

FOR INDIVIDUAL CONTRACT

POST TITLE:	To assess organizational and technical capacities and develop strategic plan (2018-2022)
CONTRACTING AGENCY:	Lhak-Sam (BNP+)
LOCATION OF ASSIGNMENT:	Thimpu, Bhutan
EXPECTED DURATION:	40 working days (Nov 8 – Dec 13 2017)

BACKGROUND AND RATIONALE

The HIV epidemic is diffused in its nature, with HIV cases detected in all 20 districts of the country, and across diverse age groups and working background. It is a big concern with the record that 84% of the infection is counted within the most productive age group of 24-49 years old predominantly affecting the house wives and unemployed the most. The Joint United Nation program on HIV/AIDS in 2012 estimated that there could be around 1100-2700 people living with HIV and AIDS (PLHIV) in Bhutan.

Lhak-Sam formally got registered as a non for profit organization in November 2010 under the CSOA Act 2007 of Bhutan. Since then the organization has been instrumental in the fight against HIV; reducing new HIV infections, facilitating treatment, care and support to PLHIVs and challenging social prejudice. Numerous HIV intervention supported by international donors has been carried out mainly targeting the key populations uplifting fundamental health and social rights as well as confronting HIV transmission among these key groups. Over the years the technical capacity of the organization has developed which is duly recognized by the government and the partners locally and regionally.

The dearth of organizational capacity has been accounted often during the internal organizational assessments. The programme activities though functioned fully lacked adequate M&E and therefore major proportion of success and progress go unaccounted and underreported. It is important that assessment of organizational gaps is critical for designing evidence-based comprehensive strategy and projects for sustaining the short, medium and long-term programmatic and operational costs of the organization.

Currently the organization is guided by the Lhak-Sam strategic plan I (2014-2018). It is intended to fulfil the gaps left out in the national strategic plan II of the National HIV/AIDS Control program of the Ministry of Health and contribute to the national and global goal of ending AIDS. It is high time that the strategic plan of Lhak-Sam needs to revisit and make amendments accordingly. The assessment will

allow us to clearly understand how far the organization has progressed in implementing its strategy sorting out key aspects of which strategic objectives are met and which are not. It is also expected to outline the most appropriate interventions that must be incorporated in the next strategic plan. The analysis will determine the needs, and build a clear roadmap as to how the Lhak-Sam strategic plan II (2018-2022) should be articulated, for reaching a desired social change.

As the issues on the ground are rising rapidly and alarmingly, and the people requiring our assistance and involvement are increasing. At the executive committee and in the Board Meeting numerous discussions evolved around on how to fill up the existing resources gaps, and most importantly the self and long term sustainability. Therefore, finding out overall organizational gaps is the first step towards planning and designing comprehensive sustainability roadmap.

OBJECTIVES

- To assess organizational and technical capacities including resources gap analysis and develop concept note for filling in the identified gaps.
- The organizational assessment and identified gaps shall be used to develop Lhak-Sam Strategic Plan II for 2018-2022.

SCOPE OF WORK

- The consultant shall refer/study all organizational governance and policy documents to carry out in depth organizational and technical assessment (Technical assessment includes but not limited to human resource capacity, monitoring and evaluation needs and capacity, programmatic and financial resources, public relations and media)
- Review of the Lhak-Sam Strategic Plan I (2014-2018) and the current projects in-hand with Lhak-Sam as baseline documents of reference
- Use technical and organizational tools (as recommended by PR and APCOM) so as to measure the progress tangibly over the period of time
- Inspect, reexamine and liaise assessment conducted APCOM
- Based upon the findings of organizational gaps, a detailed action plans and recommendations shall be listed.
- The organizational and technical assessment and action points shall be used to develop concept note
- Lhak-Sam strategic plan 2018-2022

KEY ACTIVITIES/METHODS

The consultant is expected but not limited to follow following methods.

- Desktop review on organizational gap analysis, use of appropriate tools and capacity building
- Literature review of Lhak-Sam governance and policy documents; the strategic plan I being key document

- Communicates and take recommendations of PR during the entire process of consultant's work. Organizational and technical assessment tools to be adopted in consultation with PR and Lhak-Sam
- Consult board of directors (current and prior term board) for their observations, views and analysis of organization.
- Consult Lhak-Sam working partners- NACP MoH, GNHC, CSOA, Save the Children Bhutan, ADA, UNDP, UNFPA, UNICEF, and others as required to by Lhak-Sam
- Consult regional coordinators and HICS focal persons of the region
- Consult key members of people living with HIV and LGBT community
- Three days meeting/discussion with Lhak-Sam executive committee and staffs for strategic development and good governance
- Present the findings of organizational and technical assessment

DELIVERABLES

- Organizational and technical assessment tool with assessments filled in
- Report on organizational, technical, gaps and capacity assessment with specific action plans and recommendations.
- Concept note to meet the gaps and challenges identified through assessment
- Lhak-Sam Strategic plan II (2018-2022)

INSTITUTIONAL ARRANGEMENTS

Client (Lhak-Sam) shall provide and make available to the Consultant, free of charge, the following facilities, services, documents and information required by the Consultant to carry out the works specified in the TOR:

- Provide documents required for desktop review both in hard copy and soft copy.
- Provide the list of relevant stakeholders to meet and facilitate their meeting & appointments.
- Provide office space, internet and communication facility when required.
- Nominate one staff from Lhak-Sam as the focal Person.

DURATION OF ASSIGNMENT

The duration of the assignment is 40 days from the date of signing the contractual agreement. This includes field visit, consultations and observational visit. It will be extended in the event if the circumstances faced by the consultant are absolutely beyond his/her control

REMUNERATION AND EXPENSES

Lhak-Sam shall pay the consultancy fee as agreed between both the parties by contract agreement. All travel and local expenses shall also be included in the contract agreement. Initial payment of 30% will be made upon the signing of the contract. The remainder will be paid upon the delivery finalized documents as reflected in deliverables.

Expenses incurred for the venue, refreshments and other logistical arrangements will be borne by Lhak-Sam.

QUALIFICATION AND EXPERIENCE

- Should hold minimum qualification of Master's degree relevant field and research
- Should have adequate experience of carrying out similar works in the past
- Minimum of 10 years of social and public health research
- Should possess good knowledge about International Organizations advocating in the field of HIV/AIDS, SRHR, and LGBTQ+.
- Excellent written and oral communication skills in English & Dzongkha (other local dialects will be an added advantage).
- Consultant must also demonstrate his/her skills in carrying out the desired assignment.

CRITERIA FOR SELECTION

The criteria which shall serve as basis for evaluating offers will be:

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

Criteria	Weight	Max.Point
Technical	70	
Academic background		10
Experience in legal education programming as per the Terms of Reference		30
Experience in undertaking similar programming assessments		15
Experience in leading workshops		15
Sub-total A. (Technical)		70
Financial	30	30
Sub-Total B.(Financial)		30
Total (A+B)		100

For Lhak-Sam

Dated Signature:
(Mr. Wangda Dorji)
Executive Director
Lhak-Sam, Thimphu

For the Contractual Partner

Dated Signature:
(Consultant)
Thimphu, Bhutan