**TERMS OF REFERENCE**

**Ref: BAD 85-2021**

*Consultant (Individual or Organization) for Mouvement Social NGO*

Developing a *“Improving child protection response and enhancing the intervention for the most vulnerable children including those in contact with the law”*

Starting date of work: 20 SEP 2021

# BACKGROUND

Mouvement Social (MS) is a national, human-based non-governmental NGO. MS has been working since 1961 toward sustainable development over all Lebanese territory while adopting a secular approach. It aims to build a fairer humane society, to improve the citizenship engagement and autonomy of the marginalized individuals and communities through socio-economic development projects. MS works to satisfy individuals’ basic needs, to empower community members and to build supportive social networks. MS is intervening through its twelve community centers spread all over Lebanon toward achieving societal change and community development. It does not only intervene on behalf of its beneficiaries to improve their access to their rights; MS also works to increase awareness on social issues and lobbies decision makers to promote policies that take into consideration the basic rights and needs of those targeted. Through its programmes, MS focuses on several areas and intervenes in various sectors i.e. education, child protection, volunteering and community mobilization, social rehabilitation and reintegration of juveniles/ women in conflict with the law, sustainable socioeconomic development, and economic empowerment of vulnerable and under-served groups ꟷ youths and women in particular. Over the years, MS had the privilege to intervene in the country’s most marginalized localities and to serve the most disadvantaged populations, which enabled it, through a social learning approach, to acquire the necessary expertise and align its activities to the exact needs of the local community.

# PURPOSE OF THE CONSULTANCY

**Organizational Assessment**

* Gathering the relevant information on the organization, through meetings with management, staff and other key stakeholders,
* Using a self-assessment tool, elaborated by consultants, combined with experts diagnosis
* Including the results in an organizational diagnosis report, which is discussed with the organization management and planning team.

**Strategic Planning Workshops**

* Improving participants’ knowledge on strategic planning
* Elaborating a Strategic Plan for organizational development (the organizational environment analysis, the stakeholders analysis, the elaboration of the development vision and of the mission, the establishment of the development objectives, the elaboration of the development strategies, action planning), based on the diagnosis results
* Elaborating Actions Plans to put in practice the Strategic Plan

Under the Protection sector, MS has been pioneering in updating policies, guidelines and organisational documents to be in line with the international protection standards. - Within this framework, MS is working on strengthening the organisational capacity of a local partner “NOSROTO” who is dealing with juveniles in conflict with the law and under protection measures inside a rehabilitation center. MS will provide the support to be in line with the national and international standards related to children in contact with the law. The aim is to develop its organizational structure based on a deep assessment.

This consultancy aims to assess NOSROTO organisational needs, based on a detailed assessment tool the gaps in their policies and procedures, –in order to propose a development plan focusing on NOSROTO’s long-term mission and vision, and to create a suitable identity for the rehabilitation center for juveniles in Lebanon.

# TASKS AND RESPONSIBILITIES

The consultant will be required to use different quantitative and qualitative methods and techniques to assess the organisational needs, draft a structured action plan to finalize the required organisational policies and procedures.

# OUTPUTS AND DELIVERABLES

The outputs and deliverables of this Consultation are the following:

* Conducting an assessment of the internal organization structure of NOSROTO
* Consulting the current policies, documents and procedures within the organization
* Drafting a development plan for the whole organizational structure
* Developing the required policies to improve the management structure of NOSROTO in line with the international Standards related to the rehabilitation center for children in contact with the law
* Conducting meetings, interviews, workshops and Focus Group Discussions with the relevant stakeholders.
* Conducting desk reviews and the needed literature review to develop the required documents and policies
* Preparing presentations ꟷ summarizing the key research findings ꟷ for meetings with donors/ partners

All the documents will be in Arabic.

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| **Deliverables** | **Timeline** |
| Final draft of the assessment’s result/ final action plan after UNICEF and MS approval  | End of October 2021 |
| Total duration = 12 working days |

# REQUIRED QUALIFICATIONS

* Master degree in organizational development, business development, management, strategic planning or other related fields (mandatory) a Doctorate in Business Administration (DBA) is a plus;
* Working experience in developing the capacity building and the organizational development of NGOs dealing with vulnerable and high risk children (Mandatory);
* Personal qualities: Team player, flexible, network-builder, able to handle pressure, enjoying working in the field;
* Research and writing skills (mandatory);
* Proficient in Word and excel (mandatory);
* Fluency in written and spoken Arabic and English (mandatory)

# SUPERVISION

The consultant will work in coordination with the programme management team.

# PAYMENT

* Payment will be made in fresh dollars.
* Payment conditions: Bank check in USD, to be cashed from Fransabank (Adliyeh branch only) - Banking commission i.e. 8$/1000 payable by the supplier.

# DEADLINE

Deadline for submission: 17 September 2021.

# HOW TO APPLY

* Candidates are requested to submit their updated CV
* Quotations should be sent by e-mail to Mr Pierre Hattouny (Procurement officer): p.hattouny@mouvementsocial.org

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