



Jhanjira Samaj Kallyan Sangstha

JSKS

Jhanjira Hat, Sadar-Dinajpur.

Terms of Reference to Review the Strategic Planning of JSKS

Introduction:

JSKS is the acronym of “Jhanjira Samaj Kallyan Sangstha”. It is a non-profitable, non-political, non-government development organization. JSKS was established in October 10, 1983 by the active initiative of a group of dedicated and benevolent social workers with a view to promoting the livelihood status of the underprivileged people of this region and also struggling to establish basic rights of children, youth, person with disabilities and ethnic minority groups.

JSKS is one of the rising development organizations in the northern part of Bangladesh. JSKS committed to develop the socio-economic status of the under privileged, landless and diverse section of society. Currently JSKS has been working in 3 northern districts of Bangladesh with excellent reputation and commitment. Around **300,000** families are being benefited through its social and economic initiatives which encouraging us to continue the efforts.

Importance of strategic planning for JSKS:

In order to determine where an organization is going, it needs to know exactly where it stands, then determine where it wants to go over next couple of years and how it will get there. To know all these questions, an organization needs to go through a self-learning, self-assessment process, and that what is called strategic planning. The process is organization-wide and not any project specific.

The rationale behind going through the process is that it will enable an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its funds and people. Become really effective, an organization should have set vision, mission, and values also. Therefore, to know all these mentioned above, having a formal strategic planning document is a must for an organization to grow, and sustain.

Review Process:

JSKS developed the strategic plan on last 2017 for next 5 years. By this time, we have achieved a lot but the strategic plan revision is a requirement of time and we will decide to review our existing strategic plan. This assessment ensures our strategy is focused, effective and complies standards and developments. This review process also includes a discussion around the ways that our strategic plan can be embedded into the Governance and operational framework of JSKS, meaning strategies and day to day operations are all directed toward achieving set priorities.

What Does the Strategic Plan Review Cover?

The strategic planning review process explores the following questions with our existing strategic plan:

1. What has worked and hasn't worked in the past 3 years
2. What has changed in our environment?
3. What do we take out and what new things do we put into the strategic plan?

Outcomes:

Clear Strategic Direction of JSKS's development initiatives with the following analysis and rationales:

- Review and evaluate the current Strategic Plan
- Defining the factors and drivers of poverty, discrimination and injustice against prevailing in the society.
- Review the current community development model of JSKS and identify the gaps in the process/model and make it replicable.
- Clarify the purpose of the organization and establish realistic vision, mission, goal and objectives of JSKS.
- Identify the strategy to keep community and targeted participants at center of development process also find out the options to involve civil society, government and local government as the key stakeholders to bring positive changes within the society.
- Identify the priorities issues which are mostly influencing the development process such as issue of child rights, rights of the persons with disability, exclusion, gender, violence against women, women economic empowerment, food security, health hygiene and nutrition, quality inclusive education, children/youth participation, impact of climate change, shocks of disaster and agriculture development etc. Also define the strategy to address those issues and possible stakeholder to interact.
- Ensure the most effective use the organization's resources effectively and efficiently by focusing the key priorities.
- Identify the possible indicators of the identified strategic direction and define the options/tools to measure the progress as and when needed.
- Recommendation to establish bridges among the staff and Executive Committee member and leaders feels responsibility and accountability to attain the determined vision, mission, objectives and Professionalism.
- Guideline changes of organization, review and essentiality

Scope of work:

- Review and evaluate the existing strategic plan.
- Review the current community development model, development strategy, stakeholders' analysis and scope of socio-economic mobilizations etc.
- Strategic Analysis: This activity can include conducting some sorts of scan, or review, of the organization's environment (for example, of the political, social, economic and technical environment) carefully considering various driving forces.
- Analyze the organizational capacity in-terms of resource mobilization, community mobilization, civil society mobilization and human resource development process. Also look at the various strengths, weaknesses, opportunities and threats regarding the organization.
- Review the scope of economic empowerment process for which JSKS has been implementing their development program. Identify the scope through analyzing the local market and others alternatives.
- Update the strategic "philosophy". This includes identifying or updating the organization's mission, vision and/or values statements.
- Setting Strategic Direction: carefully come to conclusions about what the organization must do as a result of the major issues and opportunities facing the organization. These conclusions include what overall accomplishments (or strategic goals) the organization should achieve, and the overall methods (or strategies) to achieve the accomplishments as well as SDGs

- Action Planning: carefully laying out how the strategic goals will be accomplished specifying objectives, or specific results, with each strategic goal (reaching a strategic goal typically involves accomplishing a set of objectives along the way with milestones. It also includes methods to monitor and evaluate the plan, which includes knowing how the organization will know who has done what and by when.
- The consultants / consulting firm are expected to make appropriate recommendations for further development of the existing operational system. Recommendations should take into account the different levels where they should use afterwards: direction, management, and field staff.

Responsibilities of Consultants / consulting firm:

- Organize require numbers of Focus Group Discussion, Community Consultation, Stakeholders Perceptions, Collect the opinion of the other development actors working in that areas, views of government officials and civil society groups.
- Review all the previous strategic planning and identify the progress, what sorts of problems JSKS has been anticipated while implementing the plan. Also how did all the strategic planning help to develop small-scale programs or project? Also review the secondary documents of JSKS e.g. constitution, evaluation reports etc.
- Facilitate workshops/discussions sessions with target group, staff of different levels, board members and other relevant stake holders
- Review the process how JSKS is being integrating social mobilization actions with the economic development initiatives. Also identify possible economic empowerment interventions for the socially excluded and most marginalized community living within the working areas specially women headed house-holds.
- Assess the status of JSKS's overall programmatic interventions and program management system.
- Find out problems in program implementation such as: Capacity and relevant skills and set new Organogram if needed.
- Asses the capacity of JSKS in terms of quality and quantity to run its mandate.
- Explore constraints faced by JSKS to achieve target plan and to identify the defaults in its management and operational sectors.
- Target groups' perception about support of JSKS and its relationship with JSKS's development program along with expectation in future.
- Strategy for future financial sustainability: various measures which have been taken up for financial self- sufficiency and sustainability.
- Assess the capacity and effectiveness of JSKS strategies and what organizational challenges are expected in near future.
- Draw a future direction considering cost effectiveness and the sources of investment.
- Prepare a strategic plan document for JSKS in accordance with the Scope of Work

Methodology:

- Study and review of the organizational relevant documents such as: the ongoing plan/proposal, budget, periodical plans, periodical reports, personnel and financial policies, concept papers, constitution, annual report books of accounts, evaluation report and last strategy plan etc.
- Field visits & observations.
- Having discussions and interviewing the beneficiaries at field level.
- Focused group discussion with the beneficiaries.
- Discussion and interviewing the field level staffs.
- Meeting and discussions with central level staffs and the EC members.
- Discussion with other NGOs, local elite and local administration to know their views about the activities of JSKS.

- Interview with various stakeholders.
- Meeting with relevant secondary stakeholders (local administration, local government, market committee, school committee etc.
- Meeting with the donors/partners of JSKS.
- Organizing debriefing workshops with all level staffs of JSKS and representative of respective donor

Reporting:

The consultants / consulting firm is expected to prepare an analytical report in English not exceed 50 pages where the details of findings, working papers, tables etc. may be presented as appendices. The draft report will be submitted in hard copies along with a soft copy. The draft report should be finalized by the next 7 days after taking the feedback.

Time schedule: January, 2021 - March, 2021

Other Conditions:

- The selected consultants /consulting firm will have a discussion meeting with the central level staffs of JSKS before they start for the field. During that meeting a travel and develop a design will be prepared together.
- JSKS will provide all necessary information and documents to the consultants / consulting firm for the interest of the study. JSKS will also extend all necessary cooperation to the consultants / consulting firm.
- The consultants / consulting firm will maintain secrecy of the information of JSKS and after completion of the whole work the consultants / consulting firm will return all documents and papers to JSKS.
- The consultants / consulting firm will discuss their findings with JSKS authority after completion of the draft report. JSKS authority will review the draft report and the consultants / consulting firm will sit with the JSKS staff, representative of donors and other relevant persons to hear their comments. JSKS staffs shall also listen to the explanations/arguments of the consultants / consulting firm in favor of their comments. Finally, both the parties will come to a conclusion and the report would be acceptable to both parties.

MODE OF PAYMENT:

Consultants / consulting firm will receive 60% of fee/remuneration after acceptance of the draft report/Strategic Plan by A/C payee cheque and final 40% pay after submitting final report/Strategic plan. Actual cost related to the accommodation and transportation would be paid upon submission of the actual bill vouchers or during field visit JSKS will arrange all the logistics. Other cost related to this assignment like travel to Dinajpur would be borne by JSKS. Tax and Vat will be borne by the consultant / consulting firm and to be deducted from the source of payment as per the rules and procedures of Government of Bangladesh.

EXPRESSION SUBMITTING PROCESS:

Interested consultants / consulting firm submit their expression by developing a technical and financial proposal including schedule of program and time frame with action plan not exceed 10 page and CV's of expertise (As annex) within January 10, 2021 to "The Executive Director, JSKS, Dinajpur" by email jsks.kamal@gmail.com