

## TERMS OF REFERENCE

### **CONSULTANCY TO CONDUCT STAKEHOLDER CONSULTATION IN SUPPORT OF STRATEGIC PLAN DEVELOPMENT FOR MONTSERRAT RED CROSS**

#### **1. OVERVIEW OF THE ORGANIZATION**

The Montserrat Red Cross (MRC) is a branch of the British Red Cross (BRC) and receives technical and resource support therefrom. However it operates under its own Board of Trustees which is established under its own constitution, and which has had the approval of the BRC.

The MRC is also a part of the international Red Cross network around the world through the BRC. Thus as with the BRC and other members of the network, its core values are **humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.**

Its focus is on preventing and or alleviating human suffering without regard to gender, ethnicity, nationality, language, or political affiliation. It reaches lives and affects the quality of life through its many volunteers who having adopted the organization's core values as their own are then inducted as members and volunteers.

The Board of Trustees is led by a Chairperson, a Deputy Chairperson a Treasurer and a Secretary and there are also 3 additional floor members all of whom volunteer their services to the organization. There is a staff of three persons which is led by the Director and is responsible for day to day operations.

The MRC operates the following programs each of which is led by a team leader, which generally is a volunteer:

1. **Health and Social Care Program** *which includes some aspects of social welfare;*
2. **Youth Program** *which is intended to act as feeder program whereby young people can eventually be inducted as full membership/volunteer;*
3. **Disaster Response and Risk Reduction** *program which assumes the responsibility for disaster preparation, prevention and response and building community resilience*
4. **First Aid**

In addition to the grants it receives annually from BRC the MRC depends on

- proceeds from the lease of the ground floor of its building on Brades Main road (where its HQ is housed)
- gifts and donations
- proceeds from its Thrift Store
- contributions from the community

to be able to deliver on its mandate.

## 2. WHAT IS NEEDED?

A consultant is needed to seek out and record the views of various stakeholders and to provide answers to the following key questions which will inform the development of the strategic plan. The successful consultant will present stakeholder responses in a report to the MRC.

## 3. KEY QUESTIONS TO BE ANSWERED

### 1. What should the organization seek to be doing in the community in the medium to long term?

This question seeks to get respondents/stakeholders to indicate their views on the future of the community and how the MRC should be positioning itself to fill any gaps especially regarding:

- The likely major humanitarian needs in Montserrat in the immediate term to medium term (5 yrs)
- What gaps exist in meeting those needs?
- How should the MRC be seeking to collaborate with GoM and other actors in the delivery of humanitarian support to the community?
- What should be its mission? – *what should the organization realistically be seeking to do in the community?*
- What should be its vision?– *How should the Montserrat Red Cross position or re-imagine itself in order to better serve the needs of the community? be*

### 2. Where is the organization now?

This question seeks to get respondents / stakeholders to indicate their views of the organization regarding

- Its membership - *who are the members?*
- The community's perception – *how does the community see the organization?*
- The engagement with the community and its impact – *what contribution has the organization made to the development of the community?*
- Its relationship with Government of Montserrat – *specifically, DMCA, Min of Health and Social Services and Min of Education;*
- Relationship with the private business sector – *as potential funding partners, as employers of our volunteers*

### 3. What specific actions should the organization take to achieve the mission?

This question is about the respondents/stakeholders proffering ideas about actions which may be taken to position the organization to that better place, which is regarding, inter alia:

- Engagement with the community – *communication, involvement in decision making, training, funding raising, education*
- Relationship with Government of Montserrat – *collaboration and partnership with DMCA, Ministry of Health, Ministry of Education, mutual support, data sharing*
- Relationship with other NGOs – *collaboration, information sharing, partnership, joint project implementation, data sharing*

### 4. SCOPE OF WORKS

It is to be noted that the consultancy does not include the drafting of the Strategic Plan. That remains the responsibility of the MRC. The final deliverable of this consultancy is the report of the stakeholder engagement findings. (This report may include views and recommendations of the consultant which have been arrived at from the stakeholder engagements, which will be used to inform the strategy document.

The successful facilitator is expected to do the following:

ELEMENTS	TASKS	MRC's GUIDANCE	DELIVERABLES (with time lines)	COMMENTS
1	Deliver details of a plan to complete the stakeholder consultation. Suggest methodology and time frames?	Agree names of individuals and organizations which will need to be consulted;  Agree methodology and time frames	Time schedule for consultation with stakeholders	The plan should consider the protocols for operating in this pandemic environment. The consultant will be responsible for determining venues and obtaining permission from the Government if group meetings are a part of the plan
2	Formulate and submit detailed questions and/or talking points to guide stakeholder discussions if appropriate	Contribute to this part of the project to ensure focus on MRC core activities	List of agreed questions and discussion points	

3	Seek and record stakeholder responses		findings from individual interviews/discussions	
4	Draft a report which identifies common themes and ideas from stakeholder consultations	Review draft report and request amendments if necessary	Draft report	The consultant will be expected to make a presentation to The Board of Trustees
5	Complete and submit final report		Final report	<b>On or before August 31<sup>st</sup> 2021</b>

## 5. SUBMISSION OF PROPOSALS

Interested consultants should submit detailed proposals which include

- a plan for the completion of the 5 elements in the Scope of Works
- a payment plan based on the time frame presented in the Scope of Works
- a copy of their CV and or company profile which describes successful completion of similar or related projects within the last 10 years.
- Candidates should submit documentation (such as testimonials) where appropriate in support of their submission.
- proposals should remain valid and open for acceptance for a period of 45 (forty five) days from date of submission deadline

Submissions may be sent under subject cover of **CONSULTANCY TO CONDUCT STAKEHOLDER CONSULTATION IN SUPPORT OF STRATEGIC PLAN DEVELOPMENT FOR MONTSERRAT RED CROSS.**

Submissions may be sent to [director@redcross.org.ms](mailto:director@redcross.org.ms) or by hard copy in a sealed envelope with the subject **“CONSULTANCY TO CONDUCT STAKEHOLDER CONSULTATION IN SUPPORT OF STRATEGIC PLAN DEVELOPMENT FOR MONTSERRAT RED CROSS**

**The deadline for the submission of proposals is July 30<sup>th</sup> 2021**

**There will be a briefing for interested parties at the Headquarters of the MRC on July 26<sup>th</sup> , 2021 at 10:30am**

## 6. SELECTION OF SUCCESSFUL CANDIDATE

Experience as a volunteer will be an asset as this would demonstrate knowledge of the functioning of the organization or a similar organization.

Each submission will be scored against the criteria listed below and the winner shall be that which has scored the most points, provided that the highest score obtained shall not be less than 65 points.

### Scoring Matrix

CRITERIA	POINTS AWARDED	
Cost	25	
Evidence of knowledge of the functioning of this or a similar organization	5	
Submission of evidence to support claims of experience in undertaking work related to Strategic Plan Development (such as SWOT analysis, stakeholder mapping exercises)	20	
Evidence of experience in conducting stakeholder or focus group discussions	35	
Submission of realistic timelines to complete project	5	
Evidence of knowledge of community development issues	5	
Demonstrable willingness or experience to/in adhering to the core values of the MRC for the duration of this work	2	
Good Communication skills	3	
Total	100	