

## LUTHERAN WORLD SERVICE INDIA TRUST

Development of Country Strategy – January, 2017 to December, 2022

Draft Terms of Reference (ToR) for facilitation of the Country Strategy

### Overview and Context

The Lutheran World Service India (LWSI), as a country program of Lutheran World Federation/ Department for World Service, Geneva, started its operations to respond to immediate needs of the refugees of Bangladesh Independence War in the year 1974. Later, at the request of the government of India it extended its area of operations into different states of the country both in the emergency and the development sectors. Since then, LWSI was implementing various projects for integrated development, disaster response and disaster preparedness projects in several states of India. These projects received strong support and cooperation from the respective state governments and international donors. In the year 2008, LWSI got registered as Lutheran World Service India Trust (LWSIT), thus changing its identity from a country program of LWF/ DWS, Geneva to a national organization of India. From 2010 onwards the organization started functioning as local entity and now it is fully functioning as a national organization.

Over these years, LWSI/LWSIT has rendered disaster relief and development assistance in the states of West Bengal, Bihar, Orissa, Assam, Manipur, Andhra Pradesh, Tamil Nadu, Maharashtra, Gujarat and Jammu & Kashmir. Currently, the organization is implementing development projects in the rural and urban areas in the states of West Bengal, Odisha and Jharkhand; rehabilitation and livelihood rebuilding with peace and reconciliation project for the victims of ethnic riot in the state of Assam; and relief and rehabilitation program in any part of the country affected by major natural or manmade disaster, based on need and availability of resources. All the operations of the Organisation are guided by the LWSIT Country Strategy (2010- 2015) plan developed in 2009

LWSIT works with the vision of **“People of India living in just, secular and peaceful societies in communal harmony and with dignity, united in diversity and empowered to achieve their universal rights to basic need and quality of life”** and its mission is **“Inspired by God’s Love for humanity, LWSIT challenges and responds to the cause and consequences of human suffering and poverty with commitment to justice and dignity for all”**

The operations of the Organisation is guided by the following core values: Justice, Democracy, Secularism and Accountability. The current 13 project units reach to 1,07,560 households from 2,081 communities in rural areas of 13 districts of 4 states and disadvantaged communities of 3 cities in two states. Nearly 141 persons are employed by LWSIT.

The projects of the Organisation are mandated to impact the following specific areas of the lives of the population with whom LWSIT works.

- Strengthened people's institutions'

- Gender Empowerment
- Sustainable Livelihood and Food Security
- Education
- Disaster Risk Reduction, Climate Change and Environmental Protection
- Peace and Reconciliation
- Community Health including water & sanitation

All the projects in operation now have been developed and implemented in the framework of the Country Strategic Plan (CSP) developed in 2010 and the period of the

### Definition, purpose and Aim of Strategic Plan

Strategic planning is a disciplined effort to produce decisions and actions that guide and shape what the organization is, what it does, and why it does it (Bryson, 1995). LWSIT's proposed Strategic Plan will cover 6 years, i.e. 2017-22, with the purpose to help the organization to examine what it is and the environment in which it is working. It will also help LWSIT to focus its attention on the crucial issues and challenges faced by the disadvantaged communities with whom LWSIT works following its mandate vision and mission. It will help the organization's leadership to decide what to do about those issues and challenges. In short, as a result of a strategic planning process, LWSIT will have a clearer idea of what it is, what it does, and what challenges it faces. If it follows the plan, it will also enjoy enhanced performance and responsiveness to its environment.

### Sources of Information

The exercise requires the following documents at different stages.

#### Secondary Sources

- CSP for 2010 to 2016, PD of ongoing projects
- Project evaluation reports for the last 6 (2010-2015) years
- Strategic plan evaluation report
- Organizational assessment report:
- Gender audit report
- Organizational policies

#### Primary Sources

- Communities working with : participatory workshops with 74 sample communities facilitated by trained staff and community volunteers
- Board of Trustees of LWSIT: Discussion facilitated by the External consultants
- National office staff: Discussion facilitated by the External Consultants
- Unit Managers: Discussion facilitated by the External Consultants
- Representatives of field staff
- Representatives of external stakeholders

### Coverage and Sample Size

The proposed exercise for collecting community views for the Strategic Plan development will cover all the 13 Unit of LWSIT. Out of the 736 intensive communities, the process will have a

10% , i.e. 74 communities from 13 Units will be interacted with to gather community aspirations and responses.

It will also have intensive meetings with both Internal Stakeholders (Board of Trustees, National staff, Unit Staff) and External Stakeholders.

### Process involved

- A. **Contracting the consultants ( 18 days )** : The process will require two consultants as a team, one with excellent facilitation skills and the other with writing skills. This stage will involve floating the Request for Proposal, receipt of proposal and assessment of proposal and Finalizing and signing the contract ( TOR) with two consultants.
- B. **Preparatory Operations: (6 days)** this will involve briefing of the consultant, jointly developing operational plan with the consultants and developing tools, methods and templates for data collection. This will be followed by an orientation of the internal facilitating team by the facilitators and then undertaking a pre-test of tools based on the guidelines
- C. **Data/information/input gathering: (30 days)** This process will comprise of collection of both primary and secondary data. . As indicated earlier, the community expectations and responses will be gathered from 74 sample communities through participatory process facilitated by trained staff members. The role of the consultants in this case will be limited to providing orientation, tools and guidelines to hold participatory exercises to gather community expectations. This will be followed by compilation of the data at Unit and National Office levels. Further, discussions with members of the Board of Trustees and staff at both national office and units will generate information on their expectations and future directions for the organisation. For secondary data collection, relevant documents as listed above will be reviewed.
- D. **Strategic planning session: (7 days) :** Once the data is compiled, a workshop on strategic planning will be organized. Before and after the workshop there will be series of interviews and interaction with the internal and external stakeholders
- E. **Report / Document Development: (28 days)** After the workshop of Strategic planning, the data and the report received will be converted into the draft strategic plan document within seven days. The draft document will be given to the national office team for their feedback and will also be circulated to the resource sharing partners and board members. Once the feedback is received from them, it will be finalized and send to the LWSIT. The expected duration for the revision will be three days.

The total person days for the consultants are proposed to be on 17 days from the signing of contract to the Country Strategic Document submission

### Key Deliverables

- Guidelines and detailed operational plan

- Report of the workshop on orientation of staff team for facilitating community level discussion
- Compiled responses from the 13 Unit
- Compiled Report from National office
- Draft strategic plan workshop report
- Final Strategic Plan document

### Facilitating Team

**Strategic Plan Organising Team:** This will be **comprised** of President of LWSIT representing the Board or any one board member nominated by the President in his absence , Executive Director as Chief Functionary of LWSIT representing the Management Committee , four (two male and two female )representatives from Programme , two representatives from finance and one person (woman) for communication and documentation from National Office

**Two External Facilitators:** There will be Two Consultants one with the excellent skills of facilitation and a good understanding on organizational process and strategies and the other facilitator needs to have an excellent writing skills. The overall responsibility of the consultants will be to act as the process and content facilitators for developing Lutheran World Service India Trust's Country Strategy (CS)

**Internal Facilitators:** This will be comprised of the selected representatives of the staff at the national and unit offices and right holders from the communities. They are part of primary stake holders and they will help in data collection as also giving relevant information about the review of the strategies and also for setting the future context.

### Roles and Responsibilities of the stakeholders

Stakeholder	Roles and responsibilities
Strategic Plan Organizing team	<ul style="list-style-type: none"> <li>• Strategic team will be responsible in explaining the strategic assessment process to the rest of the LWSIT team at the time of the launch meeting.</li> <li>• It will prepare plan for data collection with the facilitators</li> <li>• Use different tool for data analysis</li> <li>• Reporting to the management team</li> <li>• Planning and initiating feedback workshop</li> <li>• Help in preparing report with the external facilitator</li> <li>• Prioritising the development needs</li> <li>• Reviewing strategic development process</li> </ul>
2 External Facilitators	1. Review information and documentation relevant to the LWSIT Program (Program/Project profile, Planning documents, previous

	<p>Country Strategy, program reports, External Evaluations and other pertinent documents).</p> <ol style="list-style-type: none"><li>2. Review, analyze and advise staff on pre-Country Strategy preparatory processes and content of the draft Country Strategy document<ul style="list-style-type: none"><li>➤ Help provide direction to the LWSIT pre-Country Strategy processes including participatory processes involving grass root communities/focus groups, field staff, relevant local partners, local government line departments, local self-government bodies, other relevant agencies and institutions.</li><li>➤ Discuss, assess, and follow through the input of the work carried out by pre-Country Strategy process. The results of the pre-Country Strategy process shall serve as the Country Strategy workshop discussion paper.</li></ul></li><li>3. Draft a detailed final Country Strategy workshop schedule to include the process and methodology and tools for data collection. This should also include necessary input and assignments of concerned persons. The plan shall be finalized in consultation and coordination with the Executive Director, LWSIT</li><li>4. Provide dynamic leadership and facilitate the CS workshops ensuring that the objectives of the workshops are met. Keep discussions and deliberations on track and process or sum up recommendations, conclusions for inclusion in the Country Strategy document. Maximize and make wise and efficient use of time of participants during the workshop.</li><li>5. Compile and consolidate into a document of the CS workshop with an Executive Summary followed by recommendations and conclusions to appear in the beginning of the document</li><li>6. The Consultant/Facilitator will first circulate a draft of the Country Strategy document Feedback and comments shall be requested according to the scheduled timeframe. The Facilitator will then make changes based on the feedback received, where appropriate and finalize the Country Strategy final draft document .</li><li>7. The Consultant/Facilitator will be guided by the following timeline as given in the list of events in Appendix 1 of the Consultancy Agreement.</li></ol>
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Staff of LWSIT (National office and Unit)	<ul style="list-style-type: none"><li>• Helping the Strategic team in the launch meeting</li><li>• Helping the Strategic team to collect data</li><li>• Helping the Strategic team in situation analysis and prioritise capacity development need</li><li>• Assisting Strategic team to review the process</li></ul>
Partner organization	<ul style="list-style-type: none"><li>• Providing data to the Strategic team and assisting to prioritise strategic needs.</li><li>• Participate in feedback workshop</li></ul>
Community representatives	<ul style="list-style-type: none"><li>• Providing data to the Strategic team</li><li>• Participating in different meetings for the plan and organize and participate in different meetings for the plan</li></ul>

## **Annex 1: Lutheran World Service India Trust - Country Strategy Document (Suggested sections to the CS Document)**

### **EXECUTIVE SUMMARY**

### **SECTION 1: BACKGROUND AND JUSTIFICATION**

#### **1.1 Context**

#### **1.2 EXTERNAL DEVELOPMENT SCENARIO**

- 1.2.1 General Background
- 1.2.2 Political Situation
- 1.2.3 Regional Framework
- 1.2.4 Main Development Challenges
- 1.2.5 Funding Scenario

#### **1.3 OPERATIONAL CONTEXT**

##### **1.3.1 Focus Areas.**

##### **1.3.2 Focus Groups**

#### **1.3 INTERNAL SCENARIO**

- 1.3.1 LWSIT : organisational overview and the past and the present
- 1.3.2 Strength and weakness of the organisation
- 1.3.3 Relevance or justification for continued presence of LWSIT.

### **SECTION 2: INTERVENTION STRATEGY.**

#### **2.1 Strategic Objectives**

#### **2.2 Approaches and Thematic intervention.**

- 2.2.1 Strategic approach
- 2.2.2 Thematic intervention
- 2.2.3: Cross cutting Theme

#### **2.5 Strategic Alliances**

- 2.5.1 Partnerships related to programme substance
- 2.5.2 Partnerships for securing resource base (National and International including CSR)
- 2.5.3. Advantage of working together with partners, associates and collaborating agencies, National level Churches and Church institutions, particularly affiliates of the United Evangelical Lutheran Churches in India (UELICI) and the National Council of Churches in India (NCCI).

#### **2.6 Time Frame**

#### **2.7 Sustainability**

### **SECTION 3: RESOURCES**

#### **3.1 Requirements**

#### **3.2 Resourcing Plan**

**SECTION 4: MANAGEMENT**

**4.1 Risks and Assumptions**

4.1.1 External risks

4.1.2 Internal risks

**4.2 Review of Mechanisms and Policies**

**4.3 Management Structure**

**APPENDICES: ( Suggestive)**

**APPENDIX 1: Main Development Challenges**

Table 1: Key Human Development Indicators

**APPENDIX 2: Main Development Actors in the Country**

Table 1: Main Development Challenges Identified Nationally

Table 2: National NGOs and their focus areas

Table 3: International NGOs and their focus areas

**APPENDIX 3: Partnership Analysis**

**APPENDIX 4: SWOT Analysis**

**APPENDIX 5: Financial Framework**

**APPENDIX 6: Risk Analysis**

**APPENDIX 7: PME Cycle and Systems**

**APPENDIX 8: Organogram**

09-05-2016