DANISH REFUGEE COUNCIL

DRC

Terms of Reference (TOR)

for

Global guidance for local partnership review process

1. Who is the Danish Refugee Council?

Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO and one of the few with a specific expertise in forced displacement. Active in 40 countries with 9,000 employees and supported by 7,500 volunteers, DRC protects, advocates, and builds sustainable futures for refugees and other displacement affected people and communities. DRC works during displacement at all stages: In the acute crisis, in displacement, when settling and integrating in a new place, or upon return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence.

DRC's Civil Society Engagement Unit (CSEU) has been operational since 2019, the primary role of the CSEU is to support and strengthen DRC's overall engagement with civil society. This support is guided by the pursuit of DRC's ambition to contribute to local civil society agency, space and capacity to enable the fulfilment of rights of people affected by conflict and displacement. The CSEU provides strategic, analytical and operational support to engagement with relevant local, regional and transnational civil society across DRC global operations.

2. Purpose of the consultancy

The DRC seeks a consultant to develop global guidance for country offices to systematically collect feedback on DRC's partnership approach to engaging with local actors, including partners' perspective on the partnership itself and adherence to the partnering principles that guide DRC partnerships. The guidance should enable DRC's ability to measure performance linked to DRC's first global key performance indicator (KPI) for localization: *% of projects implemented in equitable local partnerships.*

Partnerships with local actors include civil society (eg. community based organizations, national non governmental organizations, networks, and organizations formed in the diaspora); local research

institutions; local private enterprises; local social enterprises. However, the primary target partnership for this tool will be DRC partnerships with local civil society.

For DRC, a partnership is formed between two or more actors that agree to cooperate based on common objectives for the purpose of achieving a mutually agreed goal. A partnership has clear roles and responsibilities that clarify expectations and is guided by fundamental principles that all parties to the partnership strive to adhere to. DRC's partnering approach is guided by the following partnership principles: equality, transparency, complementarity, results oriented, responsibility.[1] Refer to page 12 of DRC's Global Civil Society Engagement Strategy for a definition of each of the partnership principles: https://pro.drc.ngo/media/zm5h22sm/drc-global-cs-engagement-strategy.pdf

3. Background

DRC's engagement with civil society has increasingly become a strategic priority for the organization, as a result, in 2018 DRC began to invest more strategically in strengthening the agency's direction and engagement with civil society partnerships. Notable achievements include: the establishment of a Civil Society Engagement Unit at headquarters in 2019, with dedicated human resources to drive the agenda forward; the development of a Global Civil Society Engagement Strategy that frames strategic thinking and ambition in 2020; and the launch of a global learning initiative on DRC's current engagement with civil society across global operations in 2021-22. Keeping with its commitment to improve civil society engagement, DRC has included civil society partnerships as part of its "Go Local" principle in its 2025 Global DRC Strategy (2021-2025). DRC's "Go Local" principle fosters supporting existing local initiatives and responses and emphasizes the need to promote local leadership and build self-sustaining local capacities in order to maximize DRC's interventions and impact through working with local actors and organizations.

Both DRC's Global Civil Society Engagement Strategy and Strategy 2025, place emphasis on increasing more equitable and strategic partnerships, shifting away from limited transactional relationships with local actors. As part of Strategy 2025 DRC will measure performance against this ambition with the global KPI: *% of projects implemented in equitable local partnerships.*

DRC's Global Civil Society Engagement Strategy also places specific emphasis on gathering regular local partner feedback from the perspective of our partners on DRC's performance in a partner role, collecting lessons learned on challenges and good practices, and developing an action plan to respond to that feedback. The purpose of this consultancy is to institutionalize this practice across DRC, by supporting our country offices with guidance to embed this practice as part of their overall partnership engagement process.

4. Objective of the consultancy

The purpose of this consultancy is to develop global DRC guidance for a local partner review process for DRC country offices to use to systematically collect feedback from local partners on an ongoing basis (ie. annually or bi-annually). The guidance should enable DRC's ability to measure performance linked to DRC's KPI for localization: *% of projects implemented in equitable local partnerships.* As part of the pilot/testing process, the consultant will also accompany three DRC country offices to

[1] These partnership principles have been endorsed by the Global Humanitarian Platform in 2007. All organizations participating in the Global Humanitarian Platform agree to base their partnerships on these principles. DRC recognizes that the concept of "equality" in a partnership between a local and international organization is inherently problematic due to power imbalances that exist between the two. While DRC strives to adhere to these globally endorsed principles, we place emphasis on increased equitability rather than equality in our partnerships.

apply the guidance and conduct a partner review process. This accompaniment can be either remote, in country, or a hybrid of both. In addition to developing the guidance, the consultant is required to contribute to the roll out of this global resource. The consultant will lead on developing and delivering two global webinars for country office staff (offering two different time zone slots to accommodate wider country participation) on how to use the resource and one short orientation video that will live on DRC's intranet where other relate partnership related resources are made available to staff.

5. Scope of work and Methodology

1) **Develop global guidance for a local partner review process to be conducted at the country level.** While DRC centrally (from headquarters) will offer guidance with methodology options and associated tools, the process of conducting a partner review will be the responsibility of DRC country offices. Given the emphasis on this guidance being applied at the country level, the approach proposed by the consultant needs to be replicable and "light" enough that country offices do not view it as burdensome or requiring additional resources and external support to apply the practice (though some may opt to outsource the task). The usability of the guidance is key in order to institutionalize this practice across DRC country offices engaged in local partnerships. The guidance should include suggested action for country offices to follow up on the partnership review outcomes.

2) **Accompany three country offices to apply the guidance and conduct a partner review process.** The consultancy will accompany three DRC country offices to apply the guidance and conduct a partner review process. The identification of the country offices to trial the guidance will be done with the CSEU. The accompaniment will be carried out remotely – through structured or help desk support to the country offices. Learning from the pilot process will feed into finalizing the resource. The consultant will produce a short case study capturing "snap shots" of learning from the process and another case study drawing from feedback harnessed from local partners from the three country offices trialing the guidance. The case studies should draw on barriers and strengths in both the process and the partnership itself.

3) **Develop and deliver global webinars and a video as part of the roll of the partner review guidance.** The consultant will deliver two global webinars, jointly with the CSEU, for country office staff introducing the resource and guiding staff on how to use it. Two date/time options for webinars will be offered to DRC staff, to allow for wider participation of DRC country offices spanning diverse time zones. The webinar is expected to contribute to awareness of and increased confidence in staff ability to apply the tool in practice. The consultant will produce a short video that provides an orientation to the guidance. The purpose of this video is to offer ongoing support to DRC staff. The video will live on DRC's intranet where similar resources with accompanying videos are available. The consultant is responsible for the complete production of a quality video.

The consultant will be required to prepare a detailed methodology and work plan indicating how the objectives of the project will be achieved, and the support required from DRC.

6. Deliverables

The Consultant will submit the following deliverables as mentioned below:

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
Phase 1 Review	**Inception report**	A short report (max 5 pages) outlining the process, proposed methodology, and success factors for uptake of a global resource/practice	**5 working days**
Phase 2 Resource development	**Guide (including associated tool tools)** **Case study documents**	User friendly guide (with relevant tools, templates annexed) Two short case studies (max 2-3 pages) capturing "snap shots" of staff learning from the process and feedback harnessed from local partners on the partnership with DRC, from the three country offices trialing the guidance	**20 working days**
Phase 3 Roll out	**Presentation for webinar & video**	Two global webinars (max 1 hour each) providing an overview of the guidance and one short video (max 5 mins)	**5 working days**

The Consultant will provide the documentation by email. All working and final versions of these documents will be saved on a SharePoint folder provided to the consultant.

7. Duration, timeline, and payment

The total expected duration to complete the assignment will be no more than **30 working days.**

The consultant shall be prepared to complete the assignment no later than **April 30, 2023.**

Payment will be provided upon completion of the deliverables according to the associated payment scheduling below:

Deliverable	Due Date	Approving Party	Associated Payment
Inception report **Guide (including associated tool tools)** **Case study documents**	March 15, 2023	Primary point of contact - Vassiliki Lembesis	75%
Presentation for webinar & video	April 30, 2023	Primary point of contact - Vassiliki Lembesis	25%

8. Proposed Composition of Team

The consultant can be either an independent or a firm, the composition of the team proposed should be reasonable against the expected deliverables.

9. Eligibility, qualification, and experience required

Essential:

- Practical experience working in partnership with civil society, across the full partnership engagement cycle
- Demonstrable experience leading on the development of practical, user friendly resources related to partnership engagement, specifically around partnership review, assessment, and evaluation
- Demonstrable experience rolling out guidance and tools, through online webinars and trainings
- Experience working with or supporting humanitarian and/or development organizations
- Strong interpersonal and communication skills with qualities of patience, tact and diplomacy

Desirable:

- **Qualification**:
  - A relevant Degree demonstrating ability to deliver on all the expected deliverables listed above
- **Experience**:
  - A minimum of 8 years working for humanitarian and/or development organizations with a strong focus on local partners **and/or** an organization that produces practical resources for humanitarian and/or development organizations on partnership engagement
- **Skills and knowledge**:
  - A solid understanding of the localization agenda, civil society engagement, partnership engagement between international and local actors
  - Strong understanding of successful resource uptake and demonstrable skills producing high-quality, user-friendly resources
  - Strong written and verbal communication and presentation skills demonstrating ability to produce high quality resources
- **Language requirements**:
  - Written and spoken fluency in English

10. Technical supervision

The selected consultant will work under the supervision of:

- DRC's Global Civil Society Partnership Advisor, Vassiliki Lembesis, vassiliki.lembesis@drc.ngo.

11. Location and support

The consultancy will be home based. The consultant will provide her/his own computer and mobile telephone. The consultant will be provided with relevant background documentation and contacts at the start of the consultancy.

12. Travel

No travel will be required.

13. Submission process

Refer to the RFP document name of the document.

14. Evaluation of bids

Please refer to the RFP letter invitation.

Only those shortlisted will be contacted for an interview with the panel to ensure their understanding of the consultancy services.