

TERMS OF REFERENCE – CONSULTANCY

Review of organizational structure

BACKGROUND

Plan International is working in 52 developing countries across Africa, Asia, the Americas and Europe; seeking to implement high quality programmes that deliver long lasting benefits by increasing income, work in partnership with civil society and others, and operating effectively. Through its ambitious global strategy ‘200 million reasons’, Plan strives for a just world that advances children’s rights and gender equality for girls.

Plan International has been working in **Laos** since 2007. Between 2020 and 2027, we will reach 1,028 million people including 700,000 adolescent girls. This is 15% of the Lao population and 100% of all adolescent girls in Laos. We will work towards this goal by perusing gender transformative public health and nutrition (PH&N), education and skills, adolescent development and participation; and skills and opportunities for youth employment and entrepreneurship (SOYEE). Our overarching influencing goal in Laos is aligned to global and regional commitments to combat child and early forced marriage and unions (CEFMU), and adolescent pregnancy. Visit www.plan-international.org for more information.

KEY ASKS

Given the cyclic nature of funding opportunities and the long gestation period in some years, there is a high degree of probability of not reaching the desired per annum grants mobilization target. However, it is important that we have a ‘core’ structure that sustains quality programming while taking a reasonable approach to reducing overheads, while serving the 2020-2027 country strategy.

The consultancy will hence be looking at the following:

1. Review of Plan Laos’ 2021 organizational core structure in light of the updated 2020-2027 Country Strategy and the competencies needed to deliver it.
2. Consider how technical competencies will best be provided, including, climate change, youth engagement and civil society partnerships.
3. Identify potential organisational structure challenges required, if Plan Laos is able to deliver its commitment to strengthening NPA/CSO partnerships so that NPAs/CSOs lead project implementation, with Plan Laos technical support.
4. Recommend a revised core structure based on existing funding and FY25+ funding potential, providing scenarios for annual fundraising achievements of: i) 4 m Euro, and ii) 5.m Euro annually and recommend the quantum of flexible fund PIL in need to sustainably operate and fulfil PII Global Strategy and standard through the remaining period of the Country Strategy and beyond where possible
5. Work with the CMT and regional People & Culture (P&C) personnel to establish an executive salary structure that will support strengthening of local leadership – attracting and retaining the best.

METHODOLOGY

We are expecting the consultant to have key informant interviews (KIIs) and focus group discussions (FGDs) as required with Plan International Laos's (PIL) country leadership team and key staff. Key Informants outside of PIL would include members of the Asia Pacific Regional Management Team.

It is important for the consultant to reach out to key National Organisation counterparts (fund raising offices) and Global Hub (GH) teams (as relevant). Key documents to be reviewed include the Country Strategy, the latest GH conducted Operations Review, Cost Analysis Paper, review of related contracting issues and other documents as required.

We would expect the consultant to triangulate what is emerging through the document reviews, KIIs and FGDs with the best in sector organizational restructuring and transformation practices.

REPORTING

The consultant will report to the CD, provide extensive feedback to the country management team (CMT)

KEY DELIVERABLES

1. Inception report with interview list, key questions and proposed outline of report within 5 working days of the consultancy commencing.
2. Draft report (max 15 pages) in English within a further 15 working days, including
 - a. Proposed core organisational structure with options with the right capacities in place at the right levels and right locations to deliver its ambitious Country Strategy while maintaining the current high program quality and PIL's associated reputation are clear priorities for this review.
 - b. Indicative costing of core structure for two annual funding scenarios and consider how to build the required business development capacity within the structure where there may be options for greater efficiencies, and the quantum of flexible funding that may be required to support the structure.
 - c. Funding analysis of core structure including from core funds and cost recovery from grants ie, financial analysis and modelling of structure options and funding gaps.
 - d. Potential impact and change required if programming shifts significantly to NPA/CSO funded projects with Plan Laos technical support.
 - e. Recommendations for change management process with timelines and benchmarks included. Final change management strategy to be led by Plan Laos.
 - f. Recommended executive salary structure for relevant roles and responsibilities.

Plan Laos CD and CMT will provide feedback within 5 days of receiving the draft report

3. Final report and PowerPoint presentation incorporating comments to be presented to CMT, 5 working days after receiving the CMT comments.

TIMELINE

Start dates are either August or September 2024 and completion October or November 2024. There is the need to balance consultancy inputs with Plan Laos existing commitments.

The tentative timeline anticipates the consultancy to be conducted at max. of 25 days. The consultancy will be conducted online with the possibility of one week based in Vientiane Capital, Lao PDR.

QUALIFICATIONS AND EXPERIENCE

We expect the consultant to have a strong understanding of organisational change, modeling and organisational development. Experience of doing work of similar nature is essential.

A strong experience with Plan International will be an asset. Very good understanding of the Lao PDR and the South East Asian context is important, as it relates to talent management, sourcing, P&C policies, fundraising, INGO management and the Lao PDR political economy.

APPLICATION

Please apply to this consultancy by including

- a) a cover letter explaining why you (agency) think you are best suited for this consultancy
- b) a brief proposal detailing your understanding of the consultancy, methodology and approach
- c) your proposed budget with broad breakdown of costs and timeline during the assignment.