



# Youth Challenge Vanuatu

## Terms of Reference

### Consultancy to develop a strategic plan for the Youth Challenge Vanuatu

#### 1. Background

Youth Challenge Vanuatu (YCV) is a registered charitable organisation in Vanuatu and has been working with Vanuatu's young people since 2001. YCV aspires to empower young people to reach and realise their potential through community development, leadership, business, career and employment programs and services.

Oxfam and YCV are collaborating on a five-year project, known as Enhancing Youth Employment and Leadership in Vanuatu (EYEL), which aims to empower young women and men to lead economic and social development in Vanuatu. To achieve this, YCV will improve and expand its services in youth employability, entrepreneurship and leadership; strengthen its organisational, academic and programme management; and develop income generating products.

Gender equality and social inclusion are central to EYEL, and all activities and outputs of this contract must consider, integrate and promote gender equality and social inclusion.

YCV is now at an exciting point. While still facing challenges, YCV has really started to thrive over recent years and this year YCV is planning to develop its Strategic Plan, which will aim to take YCV to the next level of sustainability, impact and professionalism over the ten-years period of January 2022 to January 2032. It proposes continued growth in programs and services as well as continuing to strengthen YCV as an organization while aiming to achieve both these aims at a measured, sustainable pace and ensure YCV continues to develop into one of Vanuatu's leading NGOs with a reputation among youth, the community, employers and other key stakeholders as a dynamic, innovative, high impact and professional organization.

#### 2. Purpose and focus

The goal of the EYEL project is that young women and men, including marginalised youth, lead economic and social development in Vanuatu.

The primary purpose of developing this strategic plan, is to:



# Youth Challenge Vanuatu

- Sets broad objectives, strategies and targets for the period commencing June 2022 to June 2026. It will form the basis of annual planning which detail activities will be determine to ensure plan objectives are met

## 3. Objectives

The overall objective of this consultancy is to develop a ten (10)-year strategic Plan to ensure that YCV fulfils its mandate.

## 4. Scope of Work

The scope of work for the Consultant will include but not be limited to:

- A. Review the vision and mission based on YCV mandate;
- B. Undertake stakeholder mapping and analysis;
- C. Undertake a situation analysis of YCV operations to date;
- D. Through a consultative process and application of an appropriate tool of analysis, identify focus areas and develop strategic objectives and key result areas for the same;
- E. Review the institutional capacity, organizational set-up, financial and administrative systems against the YCV mandate and the identified strategic objectives and key result areas; and make recommendations, if any;
- F. Propose a strategy for achieving the strategic objectives and key results;
- G. Develop a Results and Resources Framework for the plan period;
- H. Hold stakeholder meeting(s) to validate the draft Strategic Plan;
- I. Finalize Strategic plan and submit to YCV



# Youth Challenge Vanuatu

## 5. Deliverables

- A. A ten (10)-year strategic plan including a results and resources framework
- B. Report on the process including stakeholder consultations and workshops

## 6. Time Span

This assignment is expected to be carried out for a period of 40 days

## 7. Institutional Arrangements

The Consultant will report directly to the Executive Director of the Youth Challenge Vanuatu. YCV will provide relevant background documents necessary for the assignment including, the organisation constitution, the YCV Mid Term Report and other relevant documents. The YCV shall be responsible for the coordination of meetings and other activities under the Consultancy.

## 8. Expertise

### *a) Academic Qualifications*

At least a master's degree in a relevant field in the area of planning, public policy, development studies and

### *b) Experience*

- At least five years' professional experience in strategic planning and management
- Prior working experience on decentralization issues is an added advantage
- Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of Youth capacity development

### *c) Skills and Competencies*

- Ability to work with minimal supervision;
- High level written and oral communications skills in English and Bislama;



# Youth Challenge Vanuatu

- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy and integrity;
- Demonstrate excellent interpersonal and professional skills in interacting with government and development partners;
- Skills in facilitation of stakeholder engagements/workshops;
- Evidence of having undertaken similar assignments;
- Experience in research, policy development, management and programming-related work.

## Process for expressing interest

Consultants or firms wishing to express interest in the consultancy should submit the following documents to Sawia Noel Steven at [noel.steven@ycv.vu](mailto:noel.steven@ycv.vu) by **9am** Vanuatu time on **20 August 2021**:

1. Cover letter briefly outlining relevant experience with this type of assignment and addressing the selection criteria set out above.
2. A brief proposal (1p) outlining the proposed approach and methodology for the consultancy.
3. Curriculum vitae with three references.
4. A full budget, clearly outlining all fees and expenses.
5. Confirmation of availability to undertake the consultancy within the timeframe set out above, and preferred dates (if any).
6. Confirmation of place of current residence and right to work in Vanuatu.
7. Provide a simple copy of your previous work on strategic plan developed

## 9. Methodology

Consultants are invited to propose a suitable participatory methodology for the development of YCV strategic plan. As well as giving priority to the voices and views of youth, and facilitating reflection, it is also important to Oxfam and YCV that the process



# Youth Challenge Vanuatu

provide YCV staff with opportunities for learning about methodology processes and techniques.

The consultant will design and facilitate the development of strategic plan in collaboration with YCV, and will be solely responsible for writing the resulting reports and other deliverables. YCV and Oxfam will make staff with relevant experience and expertise available to collaborate with the consultant, including for data collection and collation. The consultant will be transparent, independent and operate collaboratively with YCV, Oxfam and all other parties to the greatest extent possible.

Design methods are expected to include, but not be limited to, the following:

- Desk review of relevant documents and data
- Key informant interviews
- Surveys
- Focus group discussions and/or workshops
- Annexes containing the review TOR, survey questions and results, interview questions and process guides

## 10. Schedule and milestones

The consultancy is expected to take place in September 2021 and to be completed by 31st August 2021. It is envisaged that the consultancy will require a maximum of 40 working days; however, consultants are encouraged to propose alternative timeframes in their expressions of interest if considered necessary.

Indicative milestones for deliverables and associated payments are as follows:

No	Output	Indicative due date	Proportion of fees payable
1	<ul style="list-style-type: none"><li>• Review of all documentation</li><li>• Preparation of Execution plan</li><li>• Development of draft strategic plan</li></ul>		40%
2	<ul style="list-style-type: none"><li>• Presentation of Draft strategic plan with stakeholders</li><li>• Presentation of final strategic plan</li></ul>		40%
3	<ul style="list-style-type: none"><li>• Printing and lunching of YCV Strategic plan</li></ul>		20%



# Youth Challenge Vanuatu

## **Governance and management**

A strategic plan committee comprising representatives from YCV, Oxfam in Vanuatu, Oxfam New Zealand and one board representative will oversee the development of strategic plan. The consultant(s) will report to Sawia Noel Steven, Executive Director of Youth Challenge Vanuatu.

## **Performance standards and conditions**

The content of the Deliverables must be based on the consultant's research and consultation with relevant stakeholders; address all criteria in these terms of reference; and adopt a straightforward, logical and practical approach.

All documents must be provided in a manner which is professional, provides the best development outcomes, and does no harm. The consultant must adhere to Oxfam's Child Protection and Safeguarding Policies and relevant Codes of Conduct at all times.

Oxfam and YCV are committed to protecting the health, safety and wellbeing of staff, managers, workers and others while work is carried out. The successful consultant is expected to operate in accordance with the standards and good practice and obligations contained in the New Zealand and Safety at Work Act 2015 (effective 4 April 2016) and Australian Work Health and Safety legislation.

Quotes and/or tenders should be inclusive of all costs in relation to travel, meals, accommodation and other expenses related to the assignment, clearly distinguishing between fees and expenses.

- All equipment and materials required for the assignment are to be provided by the contractor, except where otherwise indicated in these Terms of Reference.
- Payment will be on submission of a Tax Invoice.
- YCV may request written evidence of necessary coverage in relation to insurance (including workers' compensation), superannuation and taxation prior to commencement of the assignment.
- The consultant will be responsible for their own workspace in Port Vila and travel around Port Vila.

## **Budget and payments**

The maximum payable to the Contractor will range between 500,000 thousand Vatu to 1,000,000 Million Vatu.

The Contractor will be paid base on invoices to Youth Challenge to Vanuatu, for the number of days worked, up to a maximum of 40 days.