



VANGO
Vanuatu Association of NGOs
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TERMS OF REFERENCE – Strategy Plan

June 2022

Title:	VANGO Five Year Strategy Plan.
Location:	Home based
Commencement Date:	July 2022
Position reports to:	VANGO Board

Background

The Vanuatu Association of Non-Government Organization (VANGO) is the national umbrella organization for all NGOs and CBOs operating in Vanuatu. It was founded in 1991. Since its establishment the organization was largely focused on empowering local NGOs and CBOs in an effort to make a difference in the development process and engage in poverty alleviation initiatives in Vanuatu. In 2004, VANGO signed an MOU with the Government to create partnership and provide accountability for government funds although avenues for consultation were limited and some NGOs have since described cooperation with government.

As a measure to address the issue of the ineffectiveness of VANGO and re-establish the institution to full restoration to be able to perform its true role as the Umbrella Institution for all Civil Society and NGOs in Vanuatu, VANGO convene a governance workshop with its members on the 13th and 14th October 2021. As a result of the 2 days governance workshop VANGO board and its members were able to identify the strength, weaknesses, key opportunities, and threats of VANGO as an organisation. Through the SWOT analysis process for the 2 days' workshop VANGO was able to develop an action plan with key priority areas which needs VANGO

"Tugeta yumi tokbaot gudfala edukesen"

board and its members to focus on to strengthen the organisation. Part of the workshop the consultant was able to conduct an initial review of the 2018 amended Constitution with VANGO board and its members based on the governance experience.

The overarching Goal of VANGO, as expressed in the current Constitution is; To build a vibrant NGO sector which accurately represents the interests of ni-Vanuatu people and disadvantaged groups and promotes important local development issues.

2. Purpose

The purpose of the consultancy is to review the existing VANGO draft strategy plan that was developed by the previous board in 2018. Develop a results framework for VANGO activity for the next five year (2022 - 2027).

3. Scope

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

- a) Review the vision and mission based on VANGO current activities;
- b) Undertake stakeholder mapping and analysis;
- c) Undertake a situation analysis of VANGO operations to date;
- e) Review the institutional capacity, organizational set-up, financial and administrative systems against the VANGO mandate and the identified strategic objectives and key result areas; and make recommendations, if any;
- f) Propose a 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 VANGO.

4. Deliverables

- Review and produce a five-year strategic plan including a results and resources framework
- Report on the process including stakeholder consultations and workshop

4.1 Estimated Timeline and Tasks

Deliverables	Days	Location
Review the existing VANGO draft strategy plan	1	Home base
Undertake stakeholder mapping, consultation and analysis; including workshop with members	2	Home base
Undertake a situation analysis of VANGO operations to date;	3	Home base

Develop a Results and Resources Framework for the plan period;	5	Home base
Hold stakeholder meeting(s) to validate the draft Strategic Plan;	2	Home base
Finalize Strategic plan and submit to VANGO	2	Home base
	15 days	Home base

5. Minimum Requirements and Competences

- Demonstrable prior experience in development of institutional policy.
- At least five years' experience in Leadership and Governance.
- Advanced university degree in business, economics, non-profit management, international development, or related field.
- Excellent communication skills including in presentations and report writing.
- Excellent spoken and written English.

6. Submission of Proposals

- Cover letter (indicating interest and past experiences from similar projects)
- An updated Curriculum Vitae (with references)
- Applications are to be submitted on or before 5pm on the 29th June 2022. The subject of the application letter or e-mail should read 'Application for the VANGO Constitution Review consultancy and the Cover letter should be addressed to:
- Only the shortlisted participant will be contacted for interview

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