

Terms of Reference: Final Review of GNDR's 2020-2025 Strategy

Introduction:

The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) is the world's largest international network of organisations committed to working together to improve the lives of people most at risk from disasters. With over 1,900 members in more than 130 countries, our vision is *"A world in which everyone works together to strengthen the resilience of people most at risk and prevent hazards from becoming disasters"*.

Our 2020-2025 strategy, [*Local Leadership for Global Impact*](#), has been instrumental in shaping our work through its three strategic goals:

1. Strengthen the collaboration, solidarity and mobilisation of CSOs
2. Champion a localisation movement
3. Strive for risk-informed development

As the strategic period draws to a close, we are seeking to conduct an **end-of-strategy review** to assess its overall performance, capture learnings, and identify areas for improvement. The findings will inform the development of our next strategic framework, which will begin in January 2026.

Objectives of the End-of-Strategy Review

Building on the findings of the mid-term review, the end-of-strategy review will focus on the following objectives:

1. **Assess overall performance:** Evaluate our effectiveness in achieving its strategic goals and outcomes, as well as the impact of its initiatives on communities most at risk. A key component of this will be building off data collected during the mid-term review to report against our strategic level KPIs.
2. **Identify lessons learned:** Capture key successes, challenges, gaps, and missed opportunities during the strategy period to inform future planning.

3. **Evaluate organisational and governance effectiveness:** Assess how our secretariat, governance structures, and partnerships supported the implementation of the strategy.
4. **Provide strategic recommendations:** Offer actionable insights to guide the development of our next strategy, ensuring relevance and alignment with emerging global trends and member needs.
5. **Accountability and transparency:** Ensure accountability to stakeholders, including donors, members, and partners, by documenting outcomes achieved and areas for growth.

Key review questions

The review will aim to answer the following questions (these are suggestions only, and additional questions can be added):

A. Strategy performance and impact

1. To what extent has GNDR successfully achieved the goals and outcomes outlined in the 2020–2025 strategy? What evidence supports these achievements, and what key factors contributed to their success? Additionally, in areas where goals and outcomes were not fully met, what were the underlying reasons for these shortfalls?
2. What are the key successes, challenges, and areas for improvement in delivering the strategy?

B. Goal-specific questions

Goal 1: Strengthen the collaboration, solidarity, and mobilisation of CSOs

3. How effectively has GNDR facilitated connections among members and external stakeholders to enhance collective impact?
4. What has been the impact of GNDR's convening and thought-leadership roles in strengthening CSO collaboration, solidarity and mobilisation?

Goal 2: Champion a localisation movement

5. To what extent has GNDR influenced global and local stakeholders to create an enabling environment for localisation?
6. What examples demonstrate changes in policies or practices driven by GNDR's localisation efforts?

Goal 3: Strive for risk-informed development

7. How successfully has GNDR influenced stakeholders to adopt risk-informed development approaches?
8. What has been the tangible impact of GNDR's advocacy and campaigns in promoting risk-informed development?

C. Organisational effectiveness

9. Is GNDR's organisational structure and governance fit for purpose, and how did it support the strategy's delivery?
10. How effectively has GNDR captured and communicated its impact to stakeholders?
11. What are GNDR's key organisational strengths and areas for development as identified through the strategy implementation?

D. Future considerations

12. What lessons from the 2020-2025 strategy should inform GNDR's next strategic framework?
13. How can GNDR better position itself to address emerging challenges and opportunities in disaster resilience?

Approach and methodology

The review will be conducted remotely and adopt a participatory and inclusive approach to ensure diverse perspectives and high-quality analysis. Key methods include:

- **Document review:** Analysis of GNDR's reports, strategies, policies, and other relevant materials
- **Stakeholder interviews:** Engaging with GNDR secretariat, board, National Focal Points, members, donors, partners, and external stakeholders
- **Focus group discussions:** Facilitating discussions with members and partners to gather qualitative insights
- **Surveys:** Conducting targeted surveys to collect feedback from a wide cross-section of stakeholders

- **Case studies:** Developing case studies to illustrate key successes, challenges, and lessons
- **Triangulation:** Cross-validating findings from multiple sources to ensure accuracy and reliability

The consultants are expected to propose a detailed methodology in their inception report, which will require approval from GNDR’s senior leadership team.

As parts of this review will occur concurrently with the development of our next strategy, we may expect selected consultants to liaise and coordinate with the strategy development team for events that involve external stakeholder participation, such as focus group discussions.

Guiding principles

The review process will adhere to the following principles:

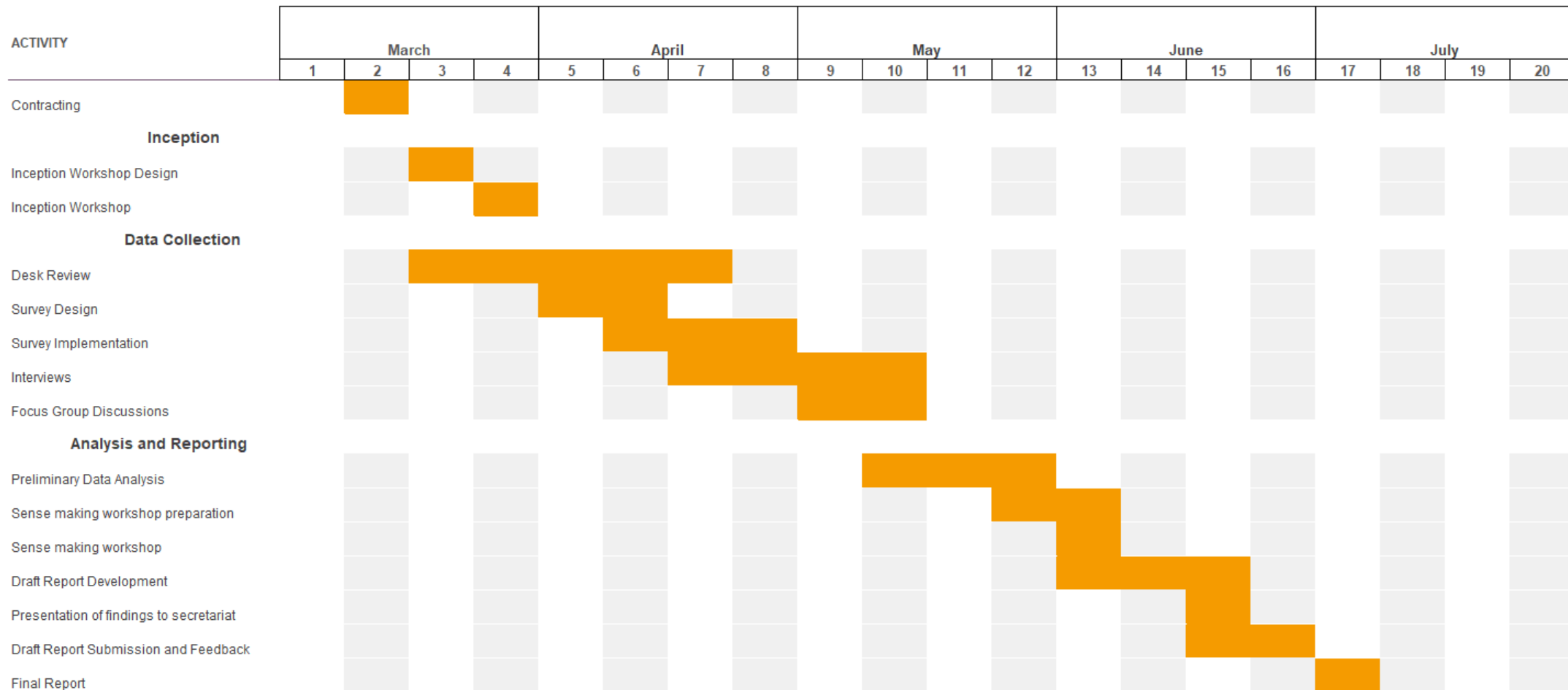
- **Participation and inclusion:** Engaging diverse stakeholders and valuing their contributions
- **Independence and impartiality:** Ensuring objectivity in analysis and reporting
- **Cultural sensitivity:** Accounting for linguistic, cultural, and contextual factors
- **Credibility and transparency:** Employing rigorous and transparent methods
- **Utility:** Providing actionable insights and recommendations to inform future strategic planning

Key deliverables

The key deliverables for the end-of-strategy review include:

1. **Inception report:** Detailing the proposed methodology, analytical framework, and data collection tools
2. **Draft report:** Presenting preliminary findings and recommendations for review and feedback
3. **Final report:** A comprehensive report documenting findings, lessons learned, and strategic recommendations
4. **Webinar presentation:** Sharing key findings and recommendations with GNDR’s secretariat, board, and other stakeholders

Proposed timeline



Consultant qualifications

The ideal consultant(s) will possess:

- Proven expertise in organisational strategy reviews and evaluations
- Knowledge of disaster resilience, risk-informed development, and localisation movements
- Strong analytical and participatory facilitation skills
- Experience working with civil society networks or similar organisations. Experience with networks with Policy and Advocacy workstreams an advantage
- Cultural sensitivity and the ability to engage stakeholders across diverse contexts
- Consultant(s) with working proficiency in French and Spanish an advantage

Application process

Interested consultants are invited to submit the following by **Tuesday 11 February, 2025:**

- A technical proposal outlining the proposed methodology and work plan
- A financial proposal detailing costs and daily rates in GBP (including VAT and any other taxes)
- CV(s) of the consultant(s) highlighting relevant experience
- An example of a similar review

Applicants should clearly highlight any current or previous working or personal links to GNDR, as well as any risk around conflict of interest.

Applications should be sent to max.wilder@gndr.org

Interviews for shortlisted consultants are scheduled to take place w/c February 24.