

Consultancy Terms of Reference

Australian Lutheran World Service – Centre for Disaster Risk Management & Community Development Studies Partnership Review

BACKGROUND

Australian Lutheran World Service (ALWS) is the overseas aid and resettlement agency of the Lutheran Church of Australia (LCA). It is fully accredited as an NGO with the Australian Government and is a compliant signatory to the Australian Council for International Development's (ACFID) Code of Conduct. The Centre for Disaster Risk Management and Community Development (CDRM&CDS) is structurally part of Nommensen HKBP University, located on University land on the outskirts of Medan, North Sumatra, Indonesia.¹ ALWS and CDRM&CDS have been partners since 2008. ALWS is seeking a consultant (or a team) to carry out the Partnership Review.

History of the establishment of the partnership

Huria Kristen Batak Protestant's (Protestant Batak Christian Church -HKBP) tsunami relief and rehabilitation activities were the initial entry point for building on the foundation of broader LCA/Indonesian Lutheran church relationships. The then ALWS Executive Director participated in a Lutheran World Federation's (LWF) Assessment Mission to Indonesia in January 2005 as an expression of solidarity with the Lutheran Indonesian churches following the Boxing Day tsunami and to assess how the wider Lutheran family could support them. A key recommendation was that LWF should explore avenues for a longer-term engagement with the Indonesian churches. This was based on the findings of the Assessment Mission that, while the member churches had substantial internal capacity, they had significant gaps to be addressed in order to develop a strong capacity for humanitarian and development work beyond small, local initiatives. A subsequent report recommended that there was no requirement for a fully operational program in Indonesia. Instead, the focus should be on capacity building to enhance what already existed within the churches. In response to this recommendation, LWF's Department for World Service (DWS) determined not to establish an operational presence in Indonesia but LWF's Department for Mission and Development indicated a willingness to accompany the churches through an Indonesian-based consultant.

The first concrete step toward an ALWS presence in Indonesia followed the LWF Mission to Indonesia which recommended support for the HBKP church that was responding to the tsunami disaster in Banda Aceh. An ALWS-recruited and funded consultant was seconded by LWF/DWS to HKBP for two periods, June-August 2005 and November 2005, during which time he worked with L-PEKA, an NGO established in January 2005 by HKBP Diakonia Department, to strengthen its management and implementation of relief work in Banda Aceh. The consultant worked to improve

¹ The Nommensen HKBP University, Medan, Indonesia was established in 1954 as a private university and belongs to HKBP (Huriah Kristen Batak Protestant, Protestant Batak Christian Church), one of the Batak Lutheran churches in Indonesia. Historically, at the time of establishment of the university, HKBP was the only Batak Lutheran Church in North Sumatra. The number of HKBP members grew fast, and in 1963, Batak-Simalungun tribes wanted a separate church of their own called GKPS (Gereja Kristen Protestant Simalungun). Later in 1964, GKPI (Gereja Kristen Protestan Indonesia) was formed, and in 1976 Batak-Angkola tribes developed their own church called GKPA. In 1995 members of HKBP from Batak-Pakpak tribes joined GKPPD (Gereja Kristen Pakpak Dairi) and Mentawai established their own GKPM (Gereja Kristen Protestant Mentawai). All these churches have a close relationship with Nommensen University since they were all HKBP members before developing their own churches.

standards of budgeting, accounting and management. ALWS' support for HKBP was quite substantial at over \$200,000.

The next major development was approval by the Lutheran Lay-People's League (LLL), a financial organisation of the LCA, for a program called "Enhancing Churches for Service in Indonesia through Partnership", which was a joint initiative of the LCA's Board for Mission (BfM), Lutheran Education Australia (LEA) and ALWS. It had an initial five-year timeframe with a budget largely funded by the LLL. The proposal was based on the LWF Mission Report (2005), Poppe Report (2006), discussions with DWS Geneva, sharing between ALWS, BfM and LEA and wider consultations with the LWF member churches in Indonesia (Simpson: 2006).

CDRM&CDS was established as a Centre within Nommensen HKBP University in Medan, Sumatra in 2008 through a memorandum of understanding between the then LWF National Committee on behalf of all the 12 Lutheran Churches in Indonesia, Nommensen HKBP University, ALWS, Evangelical Lutheran Church of America (ELCA), Lutheran World Relief (LWR), LWF-DWS and LWF-Department for Mission and Development (DMD). In August 2011, LCA General Church Council (GCC) approved a joint proposal by ALWS, BfM and LEA to LLL for continued support for the CDRM&CDS program.

ALWS Strategic Plan and Indonesia Country Strategies²

ALWS' current Strategic Plan³ contains the following goals related to partnerships:

GOAL 1: ALWS will help through partners to ensure people live in more just and sustainable communities through long-term development programs, and that people affected by emergencies receive life-sustaining care. ALWS will:

1.1 Ensure partners receive financial and technical support to enable them to work towards this goal.

1.2 Appraise and monitor programs throughout their implementation, as a basis to support partners to progressively fulfil policies and high standards (inclusive, empowering, rights-based and likely to achieve quality outcomes).

1.3 Support partners to continually improve effectiveness through evaluations and other learning opportunities.

1.4 Work with others, including overseas partners, to investigate ways to advocate on poverty and justice issues.

GOAL 5: ALWS will partner with others to leverage wider change and increase its impact. ALWS will:

5.1 Look for opportunities to work with others in order to increase the effectiveness of operations and mutual growth in partnerships.

5.2 Establish and apply criteria to determine the opportunities and boundaries of partnerships with an emphasis on those partnerships which can best enable the organisation to carry out its mission.

ALWS has developed a series of Indonesia Country Strategies which outline the nature of its engagement in Indonesia and the basis for its partnership relationships. The first of these for the period 2007-2011 states the goal and objectives as:

² These will be provided for the Desk Review.

³ See https://www.alws.org.au/wp-content/uploads/2018/08/ALWS_Strategic_Plan_2015-2020_January_2018.pdf

The long-term goal is to assist the Lutheran Indonesian churches strengthen their capacity to live out the Gospel in a predominately Muslim society through effective programs of service to the wider community.

Objectives

1. Effective cooperation between the Lutheran churches that will enhance the delivery of high-quality humanitarian and development services in Indonesia (primarily Sumatra)
2. Improved financial administration, general management and community empowerment skills within the Diaconia Departments⁴ of the churches that enhances implementation of high-quality programs
3. Improved governance capacity within the Diaconia Departments of the Lutheran churches that will provide strategic direction and enhance transparency
4. Enhanced linkages between the Lutheran Indonesian churches and wider networks, including Lutheran World Service, LWF member churches in the Region and other churches in Indonesia, that fosters mutual learning and support
5. Effective relationships between ALWS and its partner churches in Indonesia.

ALWS planned to work through CDRM&CDS as its operational partner to achieve the strategy goal and objectives, and to directly support the work of diaconal departments on the basis it met normal development criteria and the linkages to the Centre were promoted.

The ALWS Indonesia Country Strategy for the period 2012-2016 retains the goal and expands on the objectives under the headings of Partnership, Capacity Development and Service, continuing to work with CDRM&CDS as a partner.

The ALWS Indonesia Country Strategy for the period 2015-2020 overlaps the earlier strategy timeframe and is linked to CDRM&CDS' Strategic Plan 2015-2020. It provides a justification for continuing to partner with CDRM&CDS as follows:

- Partnering with CDRM&CDS provides ALWS with a sustainable approach to building the capacity of LWF member churches to develop capacity in rights-based development. The reach of these churches into the poorest villages in Sumatra is extensive and this institutional approach to capacity development allows ALWS to leverage its limited funds to produce a larger impact.
- CDRM&CDS is one of the only NGOs operating in many of its project areas, a highly disaster vulnerable part of Indonesia. The Centre's preparation of communities to better withstand the effects of disaster is of utmost importance.
- CDRM&CDS has proactively demonstrated its ability to work with people regardless of religion or ethnicity and has contributed to community harmony by working with all village members and making productive links between communities and local government.

It provides a description of its planned approach to partnering with CDRM&CDS as follows:

- ALWS should continue to provide financial and technical support to CDRM&CDS as it strengthens its organisational capacity to manage complex development projects and institutional arrangements.

⁴ Diaconia Departments manage church education and health institutions, as well as engaging in the four areas of disaster response, community development, rights advocacy, and inter-faith relations with the wider community

- ALWS will continue to build CDRM&CDS' capacity in the areas of disability-inclusion, child protection and environmentally-conscious development.
- Besides providing direct support, ALWS will continue to support the strengthening of CDRM&CDS through its membership of AZEECON, a DWS regional capacity building and networking hub which receives financial support from ALWS.

Background to the CDRM&CDS Program

Although this Partnership Review does not seek to make an assessment of the Program implemented by CDRM&CDS⁵, it will be necessary for the consultant to have information about the Program to inform the Partnership Review.

An initial project proposal entitled Capacity Building for Community Empowerment Towards Disaster Risk Reduction and Sustainable Development covering the period 1 June 2008 – 30 May 2012 was developed and later replaced.

The CDRM&CDS program is described in two Strategic Plans and four Project Documents.⁶ These Strategic Plans state the overall goal of the program as:

To contribute to poverty alleviation through the rights-based empowerment of rural communities in Indonesia to manage and mitigate disasters and obtain sustainable development and the strengthening of disaster relief, rehabilitation and development organizations and agencies in Indonesia and the Region.

The objectives have remained in essence the same, but with some changes to the wording. The Strategic Plan 2015-2020 states the objectives as:

1. To empower communities to manage and mitigate the impact of disasters
2. To empower communities to engage them as stakeholders for their rights-based development process
3. To empower communities to improve sustainable socio-economic livelihoods
4. To strengthen Indonesian Lutheran Church diaconal department capacities to provide better services
5. To strengthen CDRM&CDS's organisational capacity to provide better services.

Below is a list of the Strategic Plans and Project Documents:

- Strategic Plan 2009-2014
- Project Document 2009-2011 Community Capacity Building in Disaster Risk Reduction through Empowerment
- Project Document 2012-2014 Capacity building for Community Empowerment Towards Disaster Risk Reduction and Sustainable Development in North and West Sumatra
- Strategic Plan 2015-2020
- Project Document 2015-2017 Project Document 2018-202

Several Project Evaluations⁷ have been carried out, with some of the findings and recommendations being used to inform the next Strategic Plan and Project Document:

- Project Evaluation 2008-2009 Report
- Mid-term Project Evaluation Report 2011

⁵ CDRM&CDS is planning an end of strategy evaluation that will entail an in-depth assessment of the effectiveness and impact of the program.

⁶ These will be provided for the Desk Review.

⁷ These will be provided for the Desk Review

- Country Strategy Evaluation Report 2009-2014
- Gender Context Analysis Report 2017
- Mid-Term Evaluation 2015-2017 Report
- Community Disability Inclusion Study on DRR through Rights-based Empowerment of Communities in Nias Report 2018

CDRM&CDS is currently in the process of carrying out its own End of Strategy Evaluation 2015-2020 (due for completion before Christmas 2020), the findings and recommendations from which will be used to inform the development of their next Strategic Plan and Project Document for the period 2021-2026.

Funding arrangements

From July 1 2012, CDRM&CDS funding from Australia was provided through a mixture of LLL, ALWS and AusAID (now DFAT) funds, the latter being provided through the Australian Government's Australian NGO Cooperation Program (ANCP), with record keeping based on the Australian Financial Year. From this date, ALWS sought to limit direct support previously provided to the diaconal arms of Indonesian churches and focused instead on supporting churches through CDRM&CDS, assisting it to achieve the goal and objectives of the Program.

From 2018 the LLL International Mission Support Fund started to phase out its funding for the CDRM&CDS Program, with none provided for the 2020-2021 financial year. There has been a gradual reduction in ALWS funds to CDRM&CDS from AUD\$ 463,500 in 18/19 to AUD\$ 417,500 in 19/20 and a further reduction to AUD\$ 363,000 in 2020/21. CDRM&CDS' other source of funding is through ELCA.

PURPOSE OF THE REVIEW

ALWS is currently in the process of developing its new Strategic Plan. Since 2019, ALWS has been taking stock of its partnerships to inform prioritisation of support and future partnerships for increased impact in light of dwindling financial resources. This, coupled with the aforementioned funding reduction in ALWS funds to CDRM&CDS, has inspired ALWS to take a deeper dive in reviewing its partnership with CDRM &CDS (see below for Objectives of the Review). ALWS holds the view that 'business as usual'⁸ for CDRM&CDS' next Strategic Plan and Project Design is not an option. CDRM&CDS have extended the period of their current Strategic Plan 2015-2020 and Project Document until June 2021. This is to allow for the planned completion of their own End of Strategy Evaluation. ALWS perceives a need for CDRM&CDS to refocus its work to address issues of sustainability both in terms of funding and programmatically (program design). This includes implementing an exit strategy from the communities where it has been working since 2009.⁹ As a key funding partner, if ALWS were to completely withdraw funding, CDRM&CDS would be left vulnerable. ALWS has discussed these issues both with CDRM&CDS and with ELCA, CDRM&CDS' other funding partner.

⁸ Despite the progressive funding reduction to the program there has been no corresponding structural/programmatic adjustments or funding diversification.

⁹ ANCP has an expectation that there is a clearly articulated project exit strategy given that 2020-2021 is the final year of project implementation.

The findings and recommendations from the Review will be used by ALWS to determine the nature of its future engagement in Indonesia in terms of its partnership with, and the support it provides to CDRM&CDS.

SCOPE OF THE REVIEW

The Review will cover the whole period ALWS has partnered with CDRM&CDS i.e. from the signing of the MOU in 2008 and from 2009 onwards, according to the three ALWS Indonesia Country Strategies.

OBJECTIVES OF THE REVIEW

The objectives of the Review are to:

1. Examine the extent to which (i) aspects of ALWS strategic program and partnership goals have been achieved through our 12 year partnership with CDRM&CDS (ii) the assumptions on which the partnership was established and for CDRM’s program model/approach are still valid.
2. Establish a shared understanding of the identity/role of CDRM&CDS as a development actor in Sumatra by analysing its own and stakeholder perceptions of its identity/role in the following areas:
 - a. Engagement with strengthening the capacities of the Diaconal departments of Lutheran Churches in Sumatra.
 - b. Engagement with communities to empower them to apply a rights-based approach in their own development processes.
 - c. Engagement with disaster response and disaster risk management as a result of those responses in Sumatra, both independently and as a member of the ACT Forum in Indonesia
3. Assess the extent to which the CDRM&CDS Program can continue without ALWS’ financial support and make recommendations, including potential opportunities for CDRM&CDS to diversify its funding base.
4. Provide strategic recommendations for ALWS’ partnership with CDRM&CDS.

ACTIVITY DETAIL

Proposed methodology

The proposed methodology takes account of travel restrictions due to COVID 19, assuming that consultants will be unlikely to be able to travel internationally, but that some local travel may be possible for Indonesia/Sumatra-based consultants. It utilises technology to replace face-to-face interactions with stakeholders, if they have sufficient internet access, or if sufficient internet access can be arranged to enable Zoom interviews and if they are comfortable with using online media. Consultants, either as an individual or a team, are invited to expand on the proposed methodology in their Expressions of Interest.

1. Desk review of documents. These include:

ALWS	CDRM&CDS
Memorandum of Understanding x 1	Strategic Plans x 2
Cooperation Agreement x 2	Project Documents x 4
Country Strategies x 3	Evaluation Reports x 6
ANCP Performance Reports for CDRM&CDS x 7	Annual Narrative Reports x 12
CDRM&CDS Capacity Assessments x 1	Governing Body By-Laws
Partnership Analyses x 5	Partner Meeting Minutes
ALWS Annual Reports – Indonesia sections x 11	Engagement with Partner Churches 2010-2013
Monitoring Visit Reports/discussion notes x 12	

2. Zoom interviews with stakeholders, some of which will need to be conducted in Indonesian. These include:

ALWS	CDRM&CDS	Bishops and Diaconal Department Heads of Partner churches
Executive Director	Executive Director	Gereja Kristen Luther Indonesia (Indonesian Christian Lutheran Church)
Program Director	Program Manager	Gereja Kristen Protestan Angkola (Christian Protestant Angkola Church)
Program Support Officer / former Program Officers	Assistant Program Manager	Gereja Kristen Protestan di Mentawai (Protestant Christian Church in Mentawai)
ELCA Director for Asia & the Pacific	Finance & Admin Manager	Gereja Kristen Protestan Indonesia (Christian Protestant Church in Indonesia)
Global Mission Regional Representative for South Asia	Field Coordinators x 2	Gereja Kristen Protestan Pakpak Dairi (Pakpak Dairi Christian Protestant Church)
Global Mission Program Director for Disaster Response and Sustainable Development.	Finance & Admin Officers x 2	Gereja Kristen Protestan Simalungun (Simalungun Protestant Christian Church)
Global Mission Director for Diakonia	Training Officers x 2	Gereja Punguan Kristen Batak (Batak Christian Community Church)
Global Mission Manager for Diakonia	Community Empowerment Facilitators	Gereja Protestan Persekutuan (The United Protestant Church)
	Rector Nommensen HKBP University	Huria Kristen Indonesia (The Indonesian Christian Church)
Community Leaders/Government Representatives A sample of community/Community-based Organisation leaders and local government representatives	Governing body members	Huria Kristen Batak (Protestant Christian Batak Church)
	Project Advisory Board members	Gereja Angowuloa Masehi Indonesia Nias (Christian Communion of Indonesia Church of Nias)
		ONKP (Communion of Protestant Christian Church) Nias

Deliverables and indicative timeframe

The timing is negotiable, but the final report must be received by ALWS on the 18 December 2020. A total of 32 days has been estimated to carry out the Partnership Review. While ALWS has a fixed budget for this Review, there may be some room for negotiation on the total number of days, dependent on the Consultant's day rate.

Deliverable	Task	Days	Timing
	ALWS advertises for and selects the Consultant/ team. ALWS prepares the Consultancy Agreement, ensures the checks are carried out and arranges for the signing of the Agreement.		By 2 October
	ALWS prepares an Invitation/Informed Consent for interview participants in the Review, including a version in Indonesian. CDRM&CDS informs local stakeholders about the Review. ALWS informs ELCA.		
	ALWS prepares the documents to send to the Consultant/ team.		
1. ALWS-CDRM&CDS Partnership Review Design completed	1.1 Consultant/team prepares a Review Design, including a consideration of the ethical conduct of the Review, for discussion with and approval by ALWS. ¹⁰	4	By 9 October
2. Desk Review of Documents and data analysis completed.	2.1 Consultant carries out the Desk Review of Documents.	8	By 23 October
3. Preparation of Interview Protocols completed.	3.1 Drawing on data from the Desk Review, consultant prepares an Interview Protocol for use with stakeholders for discussion with and approval by ALWS. It will be necessary to produce a version in Indonesian for some stakeholders.	4	By 30 October
4. Interviews with Stakeholders and data analysis completed.	4.1 Finalise the list of stakeholders to be interviewed in consultation with ALWS and CDRM&CDS.	10	By 4 December
	4.2 Arrange an interview schedule and obtain informed consent, with assistance from CDRM&CDS.		
	4.3 Carry out the interviews.		
	4.4 Analyse the data obtained.		
5. ALWS-CDRM&CDS Partnership Review Report produced.	5.1 Write the draft report.	6	By 18 December
	5.2 Identify a suitable modality and prepare a plan to discuss the draft findings and recommendations of the report for each group of stakeholders (ALWS, ELCA, CDRM&CDS, Partner Churches, Community Representatives) e.g. for some, share the report and invite a written response – questions/ comments in a feedback template; for others share an Executive Summary or a presentation, and arrange a feedback meeting via Zoom.		

¹⁰ Refer to https://acfid.asn.au/sites/site.acfid/files/resource_document/ethics-guidelines.pdf

	It may be necessary to prepare an Indonesian version for some stakeholders.		
	5.3 Obtain the feedback.		
	5.4 Use the feedback received to write the final report.		

RESPONSIBILITIES

ALWS

- Preparation and management of the Consultancy Contract.
- Payment of consultancy fee and related expenses.
- Access to relevant documentation.
- Discussion with Consultant and approval of Review Design and Interview Protocols.

CDRM&CDS

- Assistance with communication with interview participants about the Review and obtaining informed consent – distribution and collection of Invitation/Informed Consent Forms.
- Advice on list of stakeholders to participate in the Review – names, designations, contact details.
- Logistical support in scheduling interviews as required.
- Meeting space as required.

Consultant(s)

- Arrange personal insurance coverage.
- Arrange any travel and accommodation if travel is required and is possible.
- Compliance with ALWS Code of Conduct.
- Achievement of the Deliverables.

COSTS AND REMUNERATION

- ALWS will pay the Consultant professional fees at an agreed day rate.
- ALWS will pay the Consultant 20% of the total professional fees against an invoice on satisfactory completion and approval of Deliverable 1 – the Design of the Review.
- The Consultant will invoice ALWS upon completion of the Review Report and the invoice will include any expenses incurred supported by receipts in accordance with the agreed budget.

COMMUNICATION

The main point of contact is Jane Anderson, Program Support Officer Indonesia.

E: janea@alws.org.au, M: +61 404 828 827. Skype: janeanderson5. Also available via WhatsApp.

A second point of contact is Leah Odongo, Programs Director. E: leaho@alws.org.au

CONSULTANT SPECIFICATION

Essential

- Relevant tertiary qualifications.
- Knowledge of the dynamics of partnerships in the international development sector.
- Knowledge of development contexts in Indonesia.
- Proven experience of designing and implementing organisational reviews or program/project evaluations.
- Demonstrated spoken communication skills in English and Bahasa Indonesia.

- Demonstrated report writing skills in English.

Desirable

- Proven experience of working with churches and/or faith-based organisations in development contexts, preferably in Indonesia.

Note: Consultants will be required to sign and follow the ALWS Code of Conduct and provide a current Criminal Record Check.

SUBMISSION OF EXPRESSIONS OF INTEREST

Interested and qualified consultants (individuals or a team) should submit in English:

- An expression of interest that responds to the Consultant Specifications and the Activity Detail.
- A current CV (or CVs) with the names and contact details of two referees.
- A day rate for professional fees and a statement of availability.
- At least 2 examples of reports written for similar work undertaken.

Please send Expressions of Interest to: janea@alws.org.au by 14 September 2020.