**BANGLADESH LEGAL AID AND SERVICES TRUST**

**Terms of Reference**

**For Developing BLAST Strategic Planning 2019-23**

**Background:**

Bangladesh Legal Aid and Services Trust (BLAST) is a frontline national non-governmental legal services organisation with a mandate to ensure access to justice for individuals and communities living in poverty or facing discrimination and marginalisation.

BLAST, set up after a resolution of the Bangladesh Bar Council (the national regulatory body for lawyers) in 1992, operated initially in five districts (in Barishal, Chattogram, Dhaka, Khulna, and Rajshahi). Now, after 25 years, it is active across the country, with its own offices in 25 districts, including 650 staff and over 2600+ pro bono lawyers. In addition to its Head Office, near the Supreme Court, and District or Unit Offices, located near District Courts, it works through University Legal Clinics and Community Legal Clinics, the latter in low-income communities in Dhaka City.

BLAST has solid ground experience in providing comprehensive legal services across the country to individuals and communities of all ages, genders and communities, living in poverty and facing discrimination. Its services include legal information, advice, alternative dispute resolution and litigation, including strategic litigation, in courts right across the legal system, from the Village and Magistrates’ Courts to the Supreme Court. It also conducts related legal awareness programmes, to build demand for legal services, alongside advocacy and capacity building programmes as well as dialogues among lawyers, judges and justice actors, to build a more responsive justice system.

Some of the thematic areas BLAST focuses on are: access to justice; safeguards on arrest and detention; equality and non-discrimination (focused on gender, ethnicity, religion, caste, disability); economic and social rights (health, housing); fair trial; women’s rights; workers’ rights; minority rights; prisoners’ right; children’s rights, the rights of people with disabilities, as well as sexual and reproductive health and rights (child /early and forced marriage, and access to information, services and remedies).

BLAST works through informal alliances and close networking with several leading national rights and women’s rights organisations, and each of our district offices also works closely in partnership with ground level CBOs.

BLAST is involved in national coalitions such as the Human Rights Forum of Bangladesh, the Citizens’ Initiative against Domestic Violence, the Citizens’ Initiative on CEDAW, the Sromik Nirapotta Forum (Workers’ Safety Forum), Domestic Workers’ Rights Network, and SROTA (Safe Road Alliance). These contribute to advocacy for law, policy and institutional reform to ensure access to justice and strengthen the rule of law. They are also involved in monitoring human rights compliance, through preparing submissions to relevant authorities, such as parliamentary committees, and monitoring of UN treaty compliance (preparing Shadow Reports such as on the CRPD, or UPR participation). BLAST is also involved in regional and international networks such as APWLD, and IWRAW-AP (focused on women’s rights), and the Right Here Right Now Platform (on youth engagement with sexual and reproductive health and rights).

We work at these levels in order to more effectively achieve our mission – of ensuring access to justice for all by increasing our outreach, and our voice, in order to provide not only individual relief but also to address structural barriers.

**Strategic Plan:**

BLAST’s core focus is to address poverty and provide services to those who are unable to access justice due to disadvantage or discrimination.

As part of its 5-year strategic plan, BLAST will focus on providing legal services to address social and economic inequality, and on addressing discrimination as a barrier to justice, with gender discrimination as the main cross-cutting theme. Accordingly, BLAST will expand its service provision, retaining its specialised service on women’s rights and workers’ rights to include communities that face discrimination on grounds such as gender, disability, caste, and ethnicity.

**Objective of this assignment:**

Develop a five year strategic plan to ensure that BLAST fulfils its mandate.

**Scope of work:**

The scope of work of the consultant/s/firm includes but is not limited to:

1. Developing the five years organisational strategic plan for 2019- 2023 taking into account the current Results Based Management Framework for the period 2017-2021 and guidelines for achieving strategic results in line with BLAST’s vision and mission;
2. Proposing key strategic objectives, outcomes, outputs, target against outcomes and outputs along with indicators within a result and resource framework;
3. Taking into account the factors identified through an external scenario analysis that will include a PESTLE (Political, Economic, Social, Technological, Legal and Environmental) Analysis, Sand WOT (Strength, Weakness, Opportunities and Threat) Analysis with a thorough assessment of risks and opportunities for fundraising from various sources including marketing of BLAST’s own tools and technical experiences;
4. Conducting an internal analysis of BLAST’s existing programme work including key projects, activities, networks, advocacy and public interest litigation and provide guidance on the extent to which they are supportive to meet the new proposed strategy and areas in which changes would be needed as well as clearly identify areas for growth;
5. Commenting as part of this internal analysis on BLAST’s existing organisational capacity, policies, human resources, funding, administrative and monitoring systems and procedures and providing guidance on the extent to which they would be supportive in the delivery of the proposed strategy, its goal, targets and outcomes and clearly indicating key areas where modifications and reorganising would be needed;
6. Proposing a risk management system, which would ensure that programme risks are identified, assessed and duly addressed;
7. Providing a stakeholder mapping and responses

**Deliverables:**

1. An inception report describing the detailed methodology, tools, template etc. for developing the strategic plan and its implementation strategy and guideline;
2. 1st draft of the proposed five years organisational strategic plan for the period of 2019- 2023 based on a mapping of the external scenario, internal analysis, risk assessment, opportunities for fundraising and review of the current Results Based Management Framework for the period 2017-2021;
3. A presentation and consultation with members of the Senior Management Team, the Executive Committee and the Board of Trustees of BLAST on the findings of various analyses and proposed strategies, targets and outcomes, opportunities for fund raising and risk management, ;
4. 2nd/final draft and presentation incorporating suggestions and feedback of the Executive Committee and the Board of Trustees.
5. RBM & Risk Management strategy for BLAST
6. SWOT analysis report

**Timespan:**

This assignment is expected to be carried out within 90 days of signing the agreement.

#### Qualification and Experience:

Consultant/s/firm are required to have expertise and a minimum of 5 years of experience in the following:

* Relevant educational background including knowledge of the justice system and of the provision of legal services
* Experience of management of large organisations and strategic planning
* Experience in developing strategic planning for large scale national or international organisations
* Practical understanding of socio-legal research, legal and policy advocacy in relation to access to justice, and if possible including violence against women and girls, workers’ rights, child rights, land rights, disability rights, minority rights, prisoners’ rights, housing rights and SRHR
* Capacity to undertake gender analysis for strategic planning
* Strong ability to review organisational policies and procedures

**Data, Services and Facilities to be provided by BLAST**

* **Documents**
* The Way Forward: BLAST Strategic Plan 2011-2015
* Framework Proposal- Opening Pathways to Justice for the Poor July 2017 – June 2021
* Result Framework
* BLAST Policies and Guidelines
* **Services:**
* Assist in arranging meetings with different stakeholders
* **Facilities**
* Use of BLAST Library, Internet at BLAST, use of meeting room

**Contact Person**

1. Supervisor: Sara Hossain, Honorary Executive Director and Tahmina Rahman, Member, Executive Committee of BLAST
2. Main contact: Md. Mostofa Zamil, Deputy Director, Programmes and Daisy Akhter, Deputy Director, M&E
3. Logistic support: Shahriar Parveen, Senior Deputy Director, Administration