

TERMS OF REFERENCE (TOR)

for

Development of 5-Year Strategic Plan (2025–2030) for Sukaar Foundation and SAFWCO

SF/WHH/ PAK-1144-24/ IFT-13/LPR No. 2586

Activity	Development of multi-year organization Strategy
Project code & title	PAK 1144-Support for Agricultural Micro-Enterprises and Integration in Value Chains to Increase Food Security in Thatta and Tharparkar, Sindh, Pakistan
Location	Sukaar Foundation, Tharparkar and SAFWCO, Hyderabad
Donor	Welthungerhilfe (WHH)

1. Introduction

SUKAAR FOUNDATION: For more than 20 years, Sukaar Foundation has been dedicated to transforming lives and empowering communities across Sindh Province. It focusses on delivering innovative and sustainable solutions in WASH, Food security, livelihoods, and community resilience, ensuring long-term development and well-being. Its initiatives include pioneering rainwater harvesting systems, enhancing disaster preparedness, and supporting education through child-friendly school facilities and teacher training. In times of crisis, we provide critical emergency relief, including food, water, cash aid, and sanitation support. By partnering with leading global organizations like USAID, UNICEF, and the Government of Sindh, we work to create meaningful, lasting change and build a brighter, more resilient future for all.

SAFWCO, a Non-Governmental Organization founded in 1993 under the Society's Act 1860, has established itself as a leading entity in promoting sustainable development across Pakistan. Recognized by the Pakistan Centre for Philanthropy (PCP) as a certified non-profit organization, SAFWCO operates under a Memorandum of Understanding (MoU) with the Economic Affairs Division (EAD) of the Ministry of Commerce. SAFWCO is driven by its vision to create "sustainable communities that achieve equitable economic, social, political, and cultural development." Engaging both rural and urban communities (men and women) to foster sustainable enterprise initiatives aimed at skill development, value chain, WASH, reducing poverty, ensuring food security, strengthening community-based agricultural organizations to support long-term sustainability, and enhancing the participation of women in business development to advance their socio-economic empowerment. SAFWCO upholds robust operational processes across human resources, finance, procurement, security, data protection, and monitoring. Additionally, SAFWCO maintains comprehensive safeguards against sexual exploitation, child abuse, fraud, and other ethical violations, guided by transparent whistleblowing mechanisms.

Welthungerhilfe (WHH): Welthungerhilfe (WHH) was established in 1962 and is now one of the largest private organizations in Germany working in development cooperation and humanitarian aid. The organization is non-profit, non-partisan, and non-denominational. Donations from the general public fund its work in over 40 countries across Africa, Asia, and Latin America. Additionally, WHH receives grants from the German Federal Government, the European Union, and the United Nations for international development initiatives.

2. Background and Rationale

The project aims to strengthen agricultural micro-enterprises through integrated food value chains and improved institutional capacities of partners, contributing to sustainable food security in Sindh. As part of this effort, Capacity Sharing Plans (CSPs) and Operational Risk Assessments have been developed for both implementing partners – SAFWCO and Sukaar Foundation – under the guidance of WHH.

These CSPs highlight the need to revise and update the partners' organisational strategies, which are due to expire in 2025. A robust, forward-looking, and participatory strategic planning process is essential to support each partner's long-term vision, alignment with WHH's food systems approach, and responsiveness to operational challenges and risks.

The strategic planning process will lay the foundation for future organizational priorities and development, including a focus on economic development, value chain integration, and food systems approaches. The consultant will guide both organizations SAFWCO and Sukaar Foundation in aligning its organizational goals with broader development trends and donor expectations, ensuring the strategy is inclusive, actionable, and reflective of the needs and capacities of its stakeholders.

WHH will support this process through technical input, participation in consultations, and strategic guidance, particularly on integrating food systems and economic development frameworks.

3. Purpose of the Assignment

The purpose of this assignment is to support Sukaar Foundation and SAFWCO in developing updated five-year strategic plans for the period 2025–2030. These strategies will serve as guiding frameworks that reflect each organization's vision, priorities, and institutional direction in alignment with their respective Capacity Sharing Plans (CSPs), operational risk assessments, and the broader food systems and value chain approach promoted by Welthungerhilfe (WHH).

The assignment seeks to ensure that both partners are equipped with forward-looking, inclusive, and actionable strategies that respond to emerging development challenges and donor expectations. The updated plans will focus on strengthening internal coherence, aligning programming with rice, fisheries, and livestock value chains, and integrating annual action plans and monitoring mechanisms. Through a participatory planning process involving staff, stakeholders, and technical guidance from WHH, the final strategic documents will enable both organizations to effectively plan, manage, and deliver on their mandates in the years ahead.

4 Objectives

- To review existing organizational strategies of SAFWCO and Sukaar Foundation.
- To facilitate participatory planning processes to develop updated organizational strategies aligned with CSP priorities.
- To incorporate integrated annual action plans and practical monitoring mechanisms within the strategies.
- To ensure that strategic frameworks are aligned with value chain interventions and food systems approaches promoted under the current project.
- To support institutional development through consolidation of organizational direction and enhanced internal coherence.

5. Scope of Work

The consultant/consulting firm will be responsible for:

5.1 Strategy Development

- Review of existing strategic plans, CSPs, operational risk assessments, and related project documentation.
- Design and facilitation of a participatory strategic planning process for each partner organization.
- Stakeholder consultations with internal teams (management, programme, finance/admin, HR, procurement) and relevant external actors.
- Facilitation of separate multi-day strategy development workshops in Thatta (SAFWCO) and Tharparkar (Sukaar Foundation).
- Drafting and finalization of two organizational strategies (one for each partner), covering:
 - Vision, mission, and core values
 - Strategic priorities and outcomes
 - Integration of rice, fisheries, and livestock value chains
 - Alignment with food systems and economic development frameworks
 - Risk-responsive planning and institutional capacity building
 - Monitoring mechanism and annual action planning templates

5.2 Coordination and Reporting

- Maintain close coordination with Deputy Executive Director, SAFWCO and General Manager, Sukaar Foundation.
- Incorporate technical feedback and strategic alignment inputs from WHH at every stage.
- Ensure all deliverables are practical, contextual, and owned by the partners.

6. Deliverables and Timeline

#	Deliverable	Description	Timeline
1	Inception Report	Work plan, methodology, engagement plan	Week 1
2	Strategy Review Reports	Analysis of current strategic frameworks and gaps	Week 1-2
4	Draft Organisational Strategies	Strategic plans (2026–2030) for each partner	Week 2-3
5	Final Strategic Plans	Refined versions incorporating all feedback	Week 3-4

7. Required Qualifications and Experience

The consultant/firm must demonstrate:

- A 05 years proven experience in facilitating organizational strategy development in the non-profit sector.
- Strong understanding of institutional development, capacity strengthening, and food value chain programming.
- Familiarity with WHH approaches, food systems concepts, and risk-informed planning is desirable.
- Experience working with local INGO/NGOs in Pakistan, particularly in Sindh.
- Excellent facilitation, communication, and report-writing skills in English.

8. Management and Coordination

- SAFWCO and Sukaar Foundation will jointly manage this assignment.
- The selected consultant/firm will be contracted jointly by SAFWCO and Sukaar Foundation, and payments managed collaboratively by both partners.
- WHH will play a technical advisory role throughout the assignment, including participation in strategic workshops, reviews of deliverables, and ensuring alignment with WHH's food systems approach.
- Regular coordination meetings will be conducted among SAFWCO, Sukaar Foundation, and WHH to ensure smooth implementation and timely delivery of outputs.

9. Support from Sukaar Foundation/ SAFWCO

Sukaar Foundation and SAFWCO will provide the following support for the assignment:

- Required / existing documents (previous strategic plans, organizational profile, program reports, organizational assessments, policies, etc.).
- Provide all relevant project documents and materials necessary for the successful completion of the assignment.
- Provide timely feedback on the overall process of assignment.
- Ensure the availability, presence, and punctuality of BoD/Management, Staff and Stakeholders at the venue as per the agreed schedule.

10. Logistics Arrangement

The consultant will be responsible for all his/her own logistics arrangements; the consultant will be responsible for his/her travelling to reach the scheduled venue and accommodation.

Ethics: Consultant/ Firm must not be engaged in any child labor, human rights abuse, corruption, fraudulent, collusive or coercive practices including but not limited to applying/ bidding by multiple names / companies. If any bidder is found to be involved in such practices his/her bid may be rejected and the companies in question permanently blacklisted. Ensure safeguarding of the people engaged from community during this assignment.

11. Confidentiality and Ownership

- All materials and intellectual property produced during the consultancy (including all documents, reports, etc.) will remain the property of Sukaar Foundation.
- The consultant is expected to maintain confidentiality regarding any sensitive information shared during the course of the consultancy.

12. Indicative Budget Format

When preparing the budget, the following must be considered.

- Soft and hard copies of relevant documents will be provided by SUKAAR/ SAFWCO.
- SAFWCO and SUKAAR staff will share project documents with the experts for their understanding and review.
- Provide timely feedback on the overall process, including proposals and reports

13. Application Process

Interested individual consultants or consultancy firms should submit:

- Technical proposal outlining strategy content and methodology.
- Updated CVs of lead consultant(s).
- Financial proposal.
- Samples of similar previous assignments or relevant consultancy materials.
- Restricted tender documents downloaded from www.sukararfoundation.org or www.ngotenders.com.

	DATE	TIME in PST
Deadline for requesting clarifications from the Contracting Authority	Aug 19, 2025	05:00 PM
Last date on which clarifications are issued by the Contracting Authority	Aug 19, 2025	05:00 PM
Deadline for submission of tenders	Aug 22, 2025	05:00 PM

- Cover letter detailing the firm/consultant (preferably firm suitability for the assignment, relevant experience and current contact information)
- A short description of methodology to undertake assignment
- Outline your approach to consultancy/ strategy
- Profiles/CVs of key staff to be involved for the assignment; preferably female team.
- At least one relevant example of previous assignment of similar nature carried out in Pakistan with international I/NGOs (SF will strictly ensure the confidentiality of the reports.)
- Detailed work plan of assignment.
- Sample report for similar type of consultancy (preferably with I/NGOs)
- Consultant will use his/her own Laptop for the assessment and analysis.
- Please note that it is the sole responsibility of the consultant to arrange and maintain all necessary insurances, including healthcare, accident, and liability insurance. SUKAAR Foundation do not provide or subscribe to any insurance coverage on behalf of the consultant or service provider.
- A copy of the life insurance of consultant/s must be submitted prior to the execution of the contract.

Item	Total Cost (PKR)
Consultant's Fee: XX days @ XX PKR Total = XXXX PKR	
Other costs (please specify e.g. travel)	
Total	

14. Award Criteria

- **Technical Approach and Methodology (30 Marks)** (Objectives / Design / Approach 10 Marks) Delivery / Content / Tools 10 Marks) Implementation / Evaluation / Reporting 10
- **Relevant Experience (5-Marks) each:** **15 marks**
- **Financial Proposal:** **30 marks**
- **Time to Complete Assignment** **05 marks**
- **Interview** **10 marks**

- A copy of the life insurance of the consultant/s must be submitted prior to the execution of the contract
Health Insurance: 05 marks
- **FBR/SRB Registration: 05 marks**

Note. The Evaluation committee reserves the right to change the quantities or cancel/reject any or all offers without assigning any reason.

15. Standard outline for inception reports

The inception report should be kept short and concise with only 2-6 pages for the main text without cover page, table of contents, abbreviations, and annexes.

Table of Contents

- Background and context
- Purpose and Scope of the Assignment
- State the purpose and scope, in line with the Terms of Reference. What are the objectives, who are the intended users, what is the geographical coverage and the timeframe covered?
- A short description of methodology to undertake assignment
- Outline your approach for the assignment
- Profiles/CVs of team members to be involved for the assignment.
- Detailed work plan of assignment.

16. Submission of Proposals

Please send your proposals by 22th Aug 2025, 05:00 PM to:

- Tender should be uploaded / submit through <https://www.ngostenders.com/>. Only online bid should be submitted.

In Case of Any query Contact with Procurement Committee:

Name:	Nand Kishore	Syed Nadeem Roshan Shah
Designation:	General Manager Finance / Admin	Project Manager
Cell No:	0333-2513484	0333-2714870
Email:	nklohana@sukaarfoundation.org	nadeemroshanshah@gmail.com
Address:	Sukaar Foundation Head Office: Nawaz Boot House Taukal Colony Mithi Tharparkar, Sindh Phone No. 0232-261913	

ANNEX I

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Supplier Declaration Form

Note: This Supplier Declaration Form, including your certification by signature, is part of the qualification procedure for our suppliers and service providers. If you do not fully complete this form, you may be disqualified from the tender.

1. Supplier Information

By signing the certification at the end of this Supplier Declaration Form, you confirm that all information submitted in sections 1.1 and 1.2 below is true and complete.

1.1 Information About Your Business

Please provide the following information about your business and attach a copy of your company's legal registration document if available.

Business name	
Legal form <i>If the supplier is not a registered company, write "not registered."</i>	
Year founded	
Country where established	
VAT or registration number	
Bank details <i>Include the account holder's name, bank name, IBAN, SWIFT code, and currency used.</i>	
Physical address, email address, and website	
Contact Sales and marketing	
Range of products and services provided (Portfolio)	
Other information	

1.2 Information About Your Managing Officials

Welthungerhilfe upholds high moral standards regarding the conduct of its employees, partners, suppliers, and other service providers. As discussed in part 2.3 below, one of these standards is a

condemnation of terrorism and a commitment that no funds or other resources will be used to support terrorists or terrorist activities in any way. Not only is this standard an integral part of how Welthungerhilfe works, but it is also an expectation of our institutional donors and banks that we screen our suppliers and service providers against lists of known and suspected terrorists on a regular basis.

For this reason, we are required to collect certain information about the relevant decision makers of each supplier. In particular, we request information about your top 4 managing officials (e.g.,

executive board members, managing directors, or heads of department). Generally, these are the individuals listed on your company's registration document. If your company has fewer than 4 managing officials, please provide details for all of your managing officials and let us know this fact when submitting the form.

The data collected below will only be used for comparison with freely accessible international sanctions lists

published on the internet and will be protected in accordance with applicable data protection laws. If you have any questions how your data will be processed or stored, please talk to your contact at Welthungerhilfe or send an email to screening@welthungerhilfe.de.

Managing official 1			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			
Gender <i>(optional)</i>			
Birthdate	Date:	Month:	Year:
Managing official 2			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			
Gender <i>(optional)</i>			
Birthdate	Date:	Month:	Year:
Managing official 3			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			

Gender (optional)			
Birthdate	Date:	Month:	Year:
Managing official 4			
Full name <i>(given name followed by middle and surname)</i>			
Nationality			
Address <i>(at a minimum, country of residence)</i>			
Gender (optional)			
Birthdate	Date:	Month:	Year:

2. Welthungerhilfe Policy Statement

2.1 Welthungerhilfe supports the goals of the UN Global Compact

The UN Global Compact is a strategic policy initiative for organizations that are committed to aligning their operations and strategies with the following 10 universally accepted principles in the areas of human rights, labour, environment, and anticorruption:

Human rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Further information about the UN Global Compact is available (in a variety of languages) at <https://www.unglobalcompact.org>

2.2 Welthungerhilfe adheres strictly to its own Code of Conduct

Welthungerhilfe's own Code of Conduct builds upon the principles of the UN Global Compact and is an integral lodestone in all of Welthungerhilfe's work. All Welthungerhilfe suppliers are expected to act in accordance with the values of our Code of Conduct, which are as follows:

- The highest standards of personal and professional conduct
- No religious or political activities when representing Welthungerhilfe
- No discrimination
- Responsibility for health and safety
- No sexual violence
- Child protection
- Responsible handling of personal data and information
- Responsible use of resources.
- No supporting of terrorism or money laundering
- No corruption
- Avoiding conflicts of interest
- No work under the influence of alcohol or drugs
- No carrying of weapons
- Obligation to report concerns, suspicions, and knowledge of Code of Conduct violations

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The full Code of Conduct is available at the following link:

<https://www.welthungerhilfe.org/about-us/transparency-and-quality/code-of-conduct/>

By signing this Supplier Declaration Form, you explicitly agree to comply with these principles.

2.3 Welthungerhilfe (WHH) renounces all forms of terrorism and money laundering

Welthungerhilfe renounces all forms of terrorism and will never knowingly support, tolerate, or encourage terrorism or the activities of those who embrace terrorism or money laundering. Consistent with guidance issued by the United Nations Security Council and the European Union, Welthungerhilfe is firmly committed to the international fight against terrorism and, in particular, against the financing of terrorism. Accordingly, Welthungerhilfe screens its suppliers and their relevant decision makers against lists of known and suspected terrorists to ensure that none of its or its donor funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism or money laundering. By submitting an offer, suppliers and service providers agree to this screening process, including the

obligation to provide the information required to conduct the screening (see parts 1.1 and 1.2 above).

3. Supplier declaration

We, _____ (name of company) hereby declare that

- a) all of the information submitted in parts 1.1 and 1.2 above is true and complete;
- b) we are not in bankruptcy proceedings, in judicial insolvency proceedings, or in liquidation, and we have not ceased our commercial activities and are not in a comparable situation by virtue of similar proceedings referred to in the national legal provisions;
- c) we have not received a sanction by legally binding judgment for reasons that bring into doubt our professional reliability;
- d) we comply with our duty to pay social insurance contributions, taxes, and other levies in accordance with the legal provisions of the jurisdiction in which we have our office, the jurisdiction of the consignee, and the jurisdiction where the contract is performed; we assure that we will comply with the legislation applicable and common standards in terms of wages, social legislation, and occupational safety and health;
- e) we have not received a legally binding sentence due to fraud, corruption, participation in a criminal association, or another act directed against the financial interests of another legal or natural person;
- f) no serious breaches of contract due to non-performance of our contractual obligations have been ascertained in connection with another contract or a contract awarded from any institutional donor involved in development cooperation, humanitarian assistance, or other public financing work (hereinafter “institutional donor”);
- g) we are providing you with all the information required to participate in a tender, and all information submitted in relation to this tender is true and complete;
- h) in respect of contracts that are ultimately paid for out of the funds of an institutional donor, no one has accused us of breach of contract due to gross violation of our contractual obligations;
- i) we have not been excluded as a contract partner by any institutional donor due to ethical issues;
- j) in the event we are chosen as the supplier for any Welthungerhilfe project, we assure to Welthungerhilfe, to any institutional donor involved in the project, and to auditors engaged by either Welthungerhilfe or



such institutional donor that they will have reasonable access on demand to our business and accounting documents for the purpose of checks and audits;

- k) we respect basic social rights and condemn child labor;
- l) we understand that Welthungerhilfe will conduct a check to ensure that neither our company nor our top four managing officials appear on any lists of known or suspected terrorists issued by our institutional donors or the governments of which they are a part;
- m) we support the goals of the UN Global Compact; and
- n) we act in accordance with the values of Welthungerhilfe's Code of Conduct.

Location, Date

Name,

Signature