

## **DRC**

# **Terms of Reference (TOR)-Annex A**

## **for**

# ***ME DSP Strategy Development***

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## **1. What is the Middle East Durable Solutions Platform?**

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The Middle East Durable Solutions Platform (ME DSP) was set up by the Danish Refugee Council (DRC), International Rescue Committee (IRC) and Norwegian Refugee Council (NRC) in 2016, with the core objective to improve INGOs' policy influencing and programming to support pathways to durable solutions. ME DSP is hosted by DRC and has two sister platforms: one ([ReDSS](#)) works in the Horn of Africa and Great Lakes region, and the other ([ADSP](#)) works on the Afghanistan and Myanmar displacement crises. Until 2022, ME DSP's geographic focus was limited to the Syrian crisis (Jordan, Kurdistan Region of Iraq, Lebanon, Syria, Türkiye) while its operating model was predominantly geared towards producing research. From late 2023 ME DSP went through a transition period, focussing on: 1) operationalising a geographic expansion to the rest of Iraq and Yemen; 2) anchoring the operating model in policy influencing rather than research; and 3) expanding partnerships with locally led organisations and NGO convening bodies (e.g. fora). During this time ME DSP was not working with members and had limited financial and human resource capacity.

## **2. Purpose of the consultancy**

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As of late 2025, ME DSP is in a position to rebuild the Platform with members and to develop a strategy that reflects ME DSP's mission. The purpose of this consultancy is to develop and implement a methodology that supports ME DSP staff, members, partners, and other stakeholders, in a participatory strategic planning process that is based on clear objectives, ensuring a sense of ownership and engaging meaningfully with all stakeholders.

## **3. Background**

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The ME Displacement Solutions Platform was established in 2016 and has since fulfilled the mission of promoting long-term solutions to displacement in the region through three interlinked pillars of work, i.e. evidence-based policy influencing, coordination and convening, and capacity strengthening. As ME DSP moves into its third phase, after a transitional second phase in which the Platform had a reduced footprint compared to the work it was able to do and impact it was able to have in phase one/the first six years, the Platform seeks to establish an overall ME DSP Strategy for 2026-2027 that strengthens

its contribution to promoting solutions to displacement in the region based on the progressive insights of ten years of work.

To deliver on its mission, ME DSP recognizes the need to develop a strategic plan to clearly define the trajectory of its work, outline a statement on the value addition of Platform, while also minimizing overlap with similar work being carried out by individual ME DSP members. ME DSP plans to develop a strategic plan for 2026-2027 to clarify ME DSP's vision and to establish a process for the effective implementation and sustainability of its role in a drastically evolving regional and global operational environment.

ME DSP firmly believes that this strategic planning effort should be anchored in a context analysis and commensurate consultative process. ME DSP's ultimate clients (displaced populations), member agencies, partners, allies and other key stakeholders at regional and global levels must be at the center of this strategic planning effort.

## 4. Objective of the consultancy

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The Strategy consultant will facilitate the development of a 2026-2027 Strategy for ME DSP, along with key accompanying documents. The purpose of this consultancy is to develop an implementable strategic methodology, and support ME DSP staff, members, partners, and stakeholders in a participatory planning process, ensuring a sense of meaningful ownership from members and stakeholders. Based on a sound Durable Solutions approach tailored to the regional specificities, the Strategy will need to highlight thematic objectives and factor in elements for cross-regional learning and collaboration with ME DSP's sister platforms.

The ME DSP Strategy will be developed as an internal document (with a publicly available version). The Strategy is intended to provide clarity of purpose to ME DSP and its member agencies in the region, who will use it to implement clearer workplans, and more effectively structure the work and engagements of the Platform.

### Specific tasks

The consultant will:

- Build a sound methodology to develop the Strategic Plan and other key documents, in collaboration with the ME DSP Manager and ME DSP's Members.
- Carry out a desk review relevant to understanding the mission, work and context of ME DSP. This will include previous ME DSP strategies and any other relevant internal documentation/information provided by the ME DSP Manager.
- Review the Strategies of ME DSP members, global and regional solutions objectives and approaches, as well as the strategy documents of similar platforms/consortia, as available.
- Survey and review the context and policy arena across the ME as those relate to solutions to forced displacement, as well as the collective programming across ME DSP members to update planning assumptions, identify needs, opportunities, objectives and potential cross-cutting themes for the Strategic plan.
- Support ME DSP in establishing a light Theory of Change aligned with the 2026-2027 Strategy.
- Conduct a review of ME DSP's value addition, unique strength and engagement, notably clarifying ME DSP's regional role and country level connections.
- Develop a comprehensive methodology and work plan for a participatory process to consult members and partners and facilitate interviews with relevant stakeholders. (An in-person workshop with ME DSP members in the region will be organized by the consultant, which may

also present opportunities for in-person interviews with other actors. No additional travel will be required, other consultations/interviews being conducted online or through surveys).

- Develop a stakeholder mapping and engagement plan to guide ME DSP's work for the 2026-2027 timeframe.
- Finalize and validate the strategic plan, including a monitoring and evaluation (M&E) plan and an identification of risks and mitigation measures. The strategic plan should include priority programs, baselines, targets, indicators, timelines and resource allocations.
- The Consultant will lead in the presentation and validation process of the strategic plan. The consultant should seek and address two rounds of feedback from ME DSP members, through written feedback and an online validation workshop.

## 5. Deliverables

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The consultant will work closely with the ME DSP Manager and ME DSP's Members. All deliverables will be submitted to the ME DSP Manager on a date that is mutually agreed during the inception meeting. All deliverables will be reviewed by the ME DSP Manager and ME DSP's Members. All drafts and final documents will be submitted as soft copies. Within the thirty-five (35) day consultancy period, the applicant will be required to:

- i. Deliver an inception report (6 pages max) outlining details of activities with proposed methodology, timeline, and delivery dates.
- ii. Develop an internal strategy for 2026-2027 (8-10 pages Max) and a public version (3-4 pages max), inclusive of the following elements (ME DSP will provide a strategy template for this purpose):
  1. Context/Situational Analysis and Strategic assumptions to ground ME DSP' strategic approach for 2026-2027.
  2. Statement on value addition of ME DSP and its unique regional strength.
  3. Overall strategic vision for 2026-2027; specific objectives, sub-objectives, with associated activities, thematic focuses, outputs, and outcomes, addressing linkages with the cross-regional and global levels.
- iii. Mandatory annexes to include:
  1. Light Theory of Change (1 page)
  2. Monitoring and Evaluation plan.
  3. Risk mapping and mitigation plan.
  4. Stakeholder mapping and engagement plan focusing on regional actors and coordination mechanisms and processes relevant to promoting Durable Solutions and to ME DSP's priority areas (6-8 pages Max)
- iv. Conduct an in-person workshop in Amman (date TBD) with ME DSP members to gather inputs and build consensus for the 2026-2027 Strategy; conduct an online validation workshop with ME DSP members (date TBD).

The Consultant will submit the deliverables as mentioned below:

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe	Associated payment
<b>Phase 1 Inception</b>	Inception report, final list of KIs, interview guidance document, workplan, initial plan for Amman workshop	Kick-off meeting, initial desk review, planning, and development of inception report with step-by-step methodology	<b>7 working days</b>	<b>25%</b>
<b>Phase 2 Consultations, research, drafting</b>	Amman workshop, KIIs, first draft of strategy & annexes	Facilitate the Amman workshop, conduct KIIs in person and online, finalize desk review, develop a first draft of strategy & annexes	<b>19 working days</b>	<b>50%</b>
<b>Phase 3 Validation &amp; finalization</b>	Final draft of strategy & annexes	Incorporation of ME DSP members input through 2 rounds of comments and an online validation socialisation workshop	<b>9 working days</b>	<b>25%</b>

The consultant will provide the documentation by email.

## 6. Duration, timeline, and payment

The total expected duration to complete the assignment will be no more than 35 working days.

The consultant shall be prepared to complete the assignment no later than 30 September 2026, but the preferred end date is 31 August 2026. As such, the consultancy should be planned for the timeframe June 2026 – August 2026, with potential spillover into September 2026.

The consultant is expected to submit an all-inclusive lump-sum financial offer with a detailed breakdown of daily rates. The consultant will be expected to cover personal tax obligations.

The payment milestones are as follows:

- Initial (25%) at the completion of the Inception Report.
- Interim (50%) at the validation of the first draft first of Strategy and annexes.
- Final (25%) at the validation of the final versions of Strategy and annexes.

## 7. Proposed Composition of Team

Lead Consultant.

## 8. Eligibility, qualification, and experience required

The ideal consultant should possess the following qualifications and experience:

1. Ten years professional experience:

-including proven experience working on issues of displacement in the ME, with experience across the Syrian displacement crisis crucial and Yemen displacement situations preferable;  
-including documented previous experience of engagement with durable solutions/protection planning/advocacy.

2. prior experience conducting strategy development processes, especially in relation to networks and multi-partner platforms.
3. proven excellent facilitation skills for strategic workshops, leading to collectively owned objectives.
4. documented understanding and previous experience of engagement with NGOs, INGOs, governments, international organizations, consortia / platforms and regional groupings.
5. advanced academic degrees in Political Science, Human Rights, Development Studies, Law, Migration Studies, Refugee Studies or related Social Sciences.
6. understanding of participatory approaches to management and operations.
7. excellent drafting, communication and presentation skills.
8. proficiency in written English, which is a mandatory requirement. Arabic language proficiency desirable.

Applicants who meet the required profile and qualifications are invited to submit an expression of interest including:

- a. A suitability statement of intent. A clear commitment must be made by the consultant, including the amount of time to be dedicated to the project.
- b. CV (4 pages maximum) with details of relevant qualifications and experience (all CVs if multiple individuals on the project), particularly listing relevant similar consultancies / projects conducted by the applicant.
- c. A short (circa. 5,000 words) writing sample from a recent report on a topic related to the assignment.
- d. 6-10-page technical proposal that shows understanding of the TOR and methodology.
- e. A proposed timeframe for delivery of all deliverables aligned with the overall consultancy timeframe.
- f. Financial proposal with budget providing cost estimates (administrative and professional fees). (N.B. travel costs for the workshop in Amman will be covered separately).
- g. Contacts of three organizations that have recently contracted the applicant to carry out similar work.

## 9. Technical supervision

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The assessment shall be completed in close cooperation with the ME Displacement Solutions Platform Manager.

## 10. Location and support

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This consultancy is home-based. The consultant will work with her/his own computer and mobile telephone.

## 11. Travel

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One trip to Amman to run an in-person workshop is foreseen. The cost for this trip (flight, accommodation, per diem) will be covered separately by ME DSP.

## 12. Submission process

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Bidders are requested to check Section IV. Submission of Bids of the RFP Invitation Letter for the details.

## 13. Evaluation of bids

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The technical criteria for this consultancy and their weighting in the technical evaluation are as follows:

Technical criteria #	Technical criteria	Weighting in technical evaluation
1.	<b>Technical quality of the proposal</b>	<b>10%</b>
1.1	Technical proposal is clear, coherent, neat and complete, showcasing the applicant's understanding of the work of ME DSP and proposing a suitable, realistic methodology and work plan	10%
2.	<b>Expertise</b>	<b>75%</b>
2.1.	Applicant has significant relevant experience across the countries affected by the Syrian displacement crisis and has worked on other displacement contexts	25%
2.2.	Applicant has significant experience working on strategies and leading strategy development processes	25%
2.3.	Applicant has significant relevant experience coordinating between NGOs/INGOs, and tailoring messaging to a diverse range of actors	25%
3.	<b>Personal Qualifications</b>	<b>15%</b>
3.1.	Other relevant experience and expertise of project lead (diplomas, understanding of culture/language in ME, other relevant parts of professional experience)	15%