Terms of Reference
for
Consultancy support to NCA digitalization projects

Organisational background

Norwegian Church Aid (NCA), as a global humanitarian actor, provides life-saving assistance and protection to communities and people affected by crisis. NCA is governed by the humanitarian imperative of humanity, independence and neutrality where humanitarian needs come first and relief is provided regardless of sex, age, ethnicity, religion, political conviction, gender identity or other identities. About 150 people are employed at the headquarters in Oslo and 650 national employees are divided into 20 country offices.

Background for digitalization in NCA

Norwegian Church Aid is going to modernize and update its digital landscape, ensuring that we will be able to continue our development in 2020 and beyond. NCA is currently working on several parallel projects to update and/or implement digital systems. A cross-organizational project group has been established to ensure systematic follow-up and information flow between projects, steering group, HO and country offices.

Leading this bigger project is a complex task, that requires both professional project management, careful follow-up of synergies and dependencies between all our ongoing activities, and a thorough analysis of cross-cutting topics such as master data management and process mapping. These tasks are so extensive and important that we also see the need for external consultancy support.

NCA will lead most of the work both in the overall project group (Digi-team) and within the sub-projects, but with input and support from external consultants when needed. The scope might evolve as our Digitalization work matures.

Purpose and Scope of the Consultant(s)

We are working on the following topics and we'll request advice relating to these:

1.1: Master data management: NCA have launched several parallel projects and we see that they are all connected. We need the consultant to look at all our existing and also new applications as part of a connected, digital landscape. Where and what are our master data? How is our data connected? Can we automate and simplify integrations between various systems? How do we fit new systems into our portfolio? How do we ensure quality of continuous maintenance of our data, including ownership and routines?

1.2: Process mapping: We need to analyse business processes in NCA. Several stakeholders are involved in the value chain of our work, including external donors, internal funding advisers, programme staff, finance staff, management etcetera. In order to carry out our work in the field, what input and output is required? When, where and by whom? Before we can design solutions that support, optimize and automate our processes, it is important to map our processes and define the business case for implementing a specific tool or solution. The mapping will cover all processes vital to value creation in NCA. With the potential (new) Project Management System and Maconomy (economy system) upgrades in mind, the focus will be on the project life cycle (our international work – humanitarian and long-term development) within the finance and international departments.

2: Project management:
Depending on the outcomes of topic 1.1 and 1.2, NCA will need support, advice and assistance on the project management implementation to evaluate our project portfolio and plans, and to establish an overall-timeline that takes all sub-projects and stakeholders into consideration.
Our goal is to perform part of the project management ourselves, but we need someone to review this holistically, to question us and help us ensure that we are on the right track.

Expected deliverables:
- Assist and give the project group advice and input in their evaluation and analysis of Master Data Management both current and future situations, ref. point 1.1. based on experience and best practice from similar settings and organizations.
- Lead and facilitate process mapping and assist in designing an analysis of NCAs business processes (value chain), ref. point 1.2.
- Participate and facilitate in meetings and workshops. Be an active observer, providing advice and guidance on our project management and work processes related to this. Quality assurance, that we have the necessary tools and routines in place for effective coordination and follow-up of project and activities, ref. point 2.

Schedule:
The scheduled timeframe is estimated to a two years agreement from the end of 2018 until the end of 2020. Most of the work and need for consultancy services will be in 2019.