

Terms of Reference

Services to be provided	Organisational development of national CSOs
Type of Contract	Professional Services
Start/End Dates	July 2022 to March 2023 (8 months)
Country	Myanmar (may be delivered remotely)
Locations	Kachin, Chin and Shan States

A. Background

UNDP has established a Civil Society Unit (CSU) as a dedicated long-term structure for managing its engagement with civil society. One of the principal objectives of the CSU is comprehensive organisational development of its partner organizations.

Since 2018, UNDP has supported national CSOs in Kachin and Northern Shan to improve access to legal services, including legal awareness raising on housing, land and property (HLP) rights and provision of legal aid services to IDPs and affected populations on land issues. UNDP intends to provide comprehensive organizational development (OD) support to the CSO grantees with the objective of strengthening their implementation capacity.

In a first phase of OD support conducted in 2021, organisational capacity assessments (OCAs) were conducted for ten CSO partners and OD plans produced for each organisation. In this second phase, OCAs will be conducted for a further **10 CSOs** and OD plans produced for each of them, and training provided to **20 CSOs** to improve their financial, operational and personnel management capacities. This work complements a parallel process of upgrading these CSOs' ICT capacities, which will be conducted by a separate contractor.

To this end, UNDP is seeking the services of an organization to conduct a comprehensive capacity assessment, including gender mainstreaming, produce OD plans for each CSO, and deliver a programme of training as outlined above. Additionally, the contractor will provide a set of standard policies covering a range of management issues that can be adapted by each CSO as needed.

B. Objectives of the Assignment

The objective of the assignment is to strengthen the implementing capacity and organisational resilience of 20 national CSO partners of UNDP, including on gender mainstreaming, through a process of capacity assessments, tailored OD plans and delivery of training for ICT improvement and data management.

C. Scope of Work

1. Conduct Operational Capacity Assessments (OCA) and provide recommendations (based on the relevant UNDP CSO Capacity Assessment guidelines).

The OCA should cover these areas:

- a) Governance – including composition, role and activity level of Board*
- b) Strategic planning – what plans exist, how was it developed, has provided the CSO with a clear direction and supported consistent action, has it been reviewed and revised.*

- c) Programme management – *basic details of completed and ongoing projects, how are community needs assessed, staffing capacities, what tools are used to manage activities and track progress, quality of reporting, M&E systems*
- d) Financial management – *existence of clear guidelines, accounting system, budgeting & reporting, cash management, audits*
- e) Human resources management - *existence of clear guidelines and policies, capacity development of staff, performance management*
- f) Operations management – *existence of SOPs covering procurement, travel, cash/account management, assets, data, insurance...*

This will include an assessment of organizational gender mainstreaming capacities in line with international best practice on gender mainstreaming in organizational transformation (structural, personnel and output dimensions).

The OCA should be less than 20 pages A4 in total length, including the OD plan outlined in Point 2 below. An annex should detail who was interviewed and what documents were reviewed, and can include other useful information such as an organigramme. The draft report should be shared with the CSO for their confirmation of its factual veracity.

2. Develop Organisational Development plans addressing the same areas as the OCA, and containing:

- a) Activities to be delivered
- b) Desired outcomes
- c) Staffing and resource requirements
- d) Timeline

This includes ensuring gender is mainstreamed in organizational development plans. The OD plans should typically be within six A4 pages.

3. Provide Organisational Development training in these areas:

- a) Project management – 6 half day sessions: *covering the roles and responsibilities of the project manager throughout the project life cycle; the phases of the project life cycle; planning tools; monitoring, evaluation and control.*
- b) Personnel management - 4 half day sessions: *covering hiring; essential people and team management skills; performance management; positive work practices; managing diversity*
- c) Strategic planning - 3 half day sessions: *covering the common phases of a SP process and introducing a standard tool or framework.*
- d) Managing finances – 4 half day sessions: *covering elements of a robust organisational financial system; developing an organisational budget; financial control mechanisms; book-keeping;*
- e) Gender mainstreaming in organizational transformation – 4 half day sessions: *including preparation, implementation and evaluation and follow-up phases*

OD training can be delivered in Myanmar language online to the CSOs as a group and content should be guided by the findings of the OCAs and a survey of the CSO focal points beforehand. Sessions can be delivered in half-day blocks due to the limitations of delivering training online. The CSOs are located in various States and Regions across Myanmar and have reasonably reliable internet connectivity. At least four CSO staff should be trained from each CSO in each course and ideally more. Simple certificates should be issued to participants on completion. Participants should be surveyed following the training for feedback and suggestions.

4. Provide standard organisational policies and SOPs appropriate for medium sized national CSOs, in the same areas as the OCAs and OD plans.

The contractor will make available a set of standard policies and SOPs for CSOs that can be adapted and reflect international best practice on gender mainstreaming in organization transformation.

D. Schedule of deliverables and related payments

Description of deliverables	Timeline	Related payment
1. Inception report with work plan and timelines	Start + 1 week	10%
2. Organisational Capacity Assessment reports and Organisational Development plans produced for first 5 CSOs	Start + 9 weeks	20%
3. Organisational Capacity Assessment reports and Organisational Development plans produced for last 5 CSOs	Start + 17 weeks	20%
4. Training sessions delivered in Project Management and Personnel Management for 20 CSOs Deliverable to submit: training report, materials, pre- and post surveys	Start + 22 weeks	25%
5. Training sessions delivered in Strategic Planning, Managing Finances and Gender Mainstreaming for 20 CSOs and Provision of set of standard policies and SOPs to each CSO. Deliverables to submit: training report, materials, pre- and post surveys, standard set of policies and SOPs	Start + 30 weeks	25%

E. Institutional arrangements

Throughout the assignment, the selected contractor will be required to consult with and follow the guidance of UNDP through weekly check-ins. Outputs are to be submitted to the UNDP CSU Team Leader for review and approval.

F. Technical Evaluation Criteria

	Points
1. Bidder's qualification, capacity, and experience	35
1.1 General Organizational Capability which is likely to affect implementation - Ability to assess structures, procedures and capacities of multiple CSOs, and to formulate organisational development activities	15
1.2 Specialized knowledge and experience on similar engagements in the region, ideally in Myanmar (evidence of previous, similar work provided): - Organisational capacity assessments and development of OD plans - Development and delivery of comprehensive OD training for development CSOs	20
2. Proposed approach	50
2.1 Strategic approach	15
2.2 All areas of assignment covered	15
2.3 - Overall responsiveness to ToR - Suitability for Myanmar context and for respective target audience	20

3. Management Structure and Key Personnel	15
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G. Qualifications of the Successful Service Provider(s)

1. The service provider's team must be comprised of qualified experts with a demonstrated track record of at least three years providing organizational development services, to CSOs and NGOs in low income countries. This should include experience both assessing organisational capacities and delivering online programmes of training in the areas of management of finances, operations, human resources, strategic planning, and project implementation.
2. Strong familiarity and demonstrated direct experience required applying capacity assessment methodologies to identify and address performance gaps, developing and implementing capacity building programmes.
3. The service provider should have experience of providing similar services in the Southeast Asia region, ideally in Myanmar, is required.
4. The service provider should have the ability to scale up the services to be provided by 50%, i.e. to a further 10 CSOs if required. In this event the contract would be amended with cost increase in line with the unit costs of the accepted proposal.
5. Required languages: the service provider's team must be able to work and develop content in English and Myanmar.
6. References and examples of past work are required and should be included in the proposal.