



**Quotation No. 53.2015**

**Terms of Reference**

**Consultancy Services for Conducting Organizational  
Assessment for Local CSOs**

**“Strengthening civil society organizations towards poverty  
alleviation in Gaza Strip”**

**Funded by:**

Islamic Relief – Sweden with funding sourced from **FORUMSYD**

**July 2015**

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## 1 Introduction

### 1.1 About IRPAL

Islamic Relief Palestine (IRPAL) is an affiliate of Islamic Relief Worldwide. Active in the Palestinian territories since 1998, IRPAL has responded to emergencies, supported the poor, and invested in sustainable development. IRPAL has its main office in Gaza city. It also has an office in Ramallah, West Bank .

IRPAL is dedicated to eradicating poverty and alleviating suffering in Palestine. Its work has rested on respecting the humanity and dignity of those whom it helps and on adherence to clear transparency and accountability standards.

### 1.2 About the project

IRPAL is implementing a project of "Strengthening civil society organizations towards poverty alleviation in Gaza Strip" in order to support the Palestinian civil society organizations (CSOs) including the small Community Based Organizations (CBOs) as well as other non-governmental organizations (NGOs) through training and equipping them with skills and knowledge to play a more effective and recognized role in the design and implementation of humanitarian and development activities, resulting in effective poverty alleviation .

The overall project goal is to: "Strengthened civil society organizations in Gaza Strip towards poverty alleviation with improved efficiency and effectiveness"

### 1.3 Project Information

<b>Project title</b>	<i>Strengthening civil society organizations towards poverty alleviation in Gaza Strip</i>
<b>Funded by</b>	Islamic Relief – Sweden with funding sourced from <b>FORUMSYD</b>
<b>Location of the action</b>	Gaza Strip
<b>Project Duration</b>	18 months (01/05/2015 to 31/10/2016)
<b>Overall Goal</b>	"Strengthened civil society organizations in Gaza Strip towards poverty alleviation with improved efficiency and effectiveness".
<b>Specific Goal</b>	The Project's specific Goal: is "Improved efficiency and effectiveness of civil society organizations in Gaza Strip".
<b>Sub-Goals</b>	Sub-goal (1): Capacity building program implemented for 20 civil society organizations in the humanitarian and developmental work Sub-goal (2): Upgraded capacity, knowledge and practices of local NGOs in the humanitarian and developmental work up to international standards. Sub-goal (3): Young men and women are included and empowered into the humanitarian and development field through internship approach within local CSOs.

<b>Activities:</b>	<p><b>1. Activities related to Sub-Goal (1):</b></p> <p>1.1 Design a system for assessment and identification of targeted CSOs to be enrolled in the project.</p> <p>1.2 Conduct baseline organizational capacity assessment of the selected CSOs.</p> <p>1.3 Review and finalize the OD project plans</p> <p>1.4 Recruit international experts and local experts in different related fields (humanitarian, developmental and management).</p> <p>1.5 Refine capacity building training curricula and produce training manuals.</p> <p>1.6 Conduct capacity building programs for target groups (10 topics, total 560 hrs, for 250 staff member of 20 CSOs)</p> <p><b>2. Activities related to Sub-Goal (2):</b></p> <p>2.1 Provide CSOs with consultancy and coaching by trainers and IRPAL project team to produce the high priority and short term OD plans interventions focusing on strategic plans and operational plans with incorporating poverty alleviation theme.</p> <p>2.2 Provide the CSOs with nominal institutional capacity building grants.</p> <p>2.3 Conduct "post" organizational capacity assessment and final project evaluation by external evaluator</p> <p><b>3. Activities related to Sub-Goal (3):</b></p> <p>3.1 Select 60 interns from the participants of the training programs and volunteers of the CSOs to be hosted at the targeted CSOs for 6 months.</p> <p>3.2 Provide regular supervision for the interns at CSOs to enhance their commitment to workplace and involvement with the organization in applying the learned knowledge and skills.</p>
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## 2 Objective of the Consultancy Assignment

### 2.1 Main objective

The main objective is to support and guide 20 targeted CSOs in conducting organizational capacity needs assessment (self-assessment) and organizational development planning based on a participatory approach. (This consultancy is related to activity 1.2: Conduct baseline organizational capacity assessment of the selected CSOs.)

### 2.2 Specific Objectives

1. Leading the self-assessment (SA) process to targeted CSOs
2. Developing organizational development (OD) roadmap and OD action plan to each of targeted CSOs

The consultant will support targeted CSOs in assessing their organizational capacity needs, identify shortages under each organizational dimension, analyze them, come out with results and identify areas of potential improvements in the form of specific needs and priorities under every organizational pillar.

### **3 Statement of Work**

The objectives will be approached through the following actions

- 1) The consultant will conduct inception workshop with IRPAL as a kick start to the consultancy, through which the detailed work plan will be presented, discussed and validated as well as the methodology, methods of data collection and deliverables .
- 2) The consultant will train the targeted CSOs on organizational behavior, dimensions and organizational capacity assessment methodologies, procedures, methods and multi-methodological tools .
- 3) Based on training, SA work plan should be prepared to cover the targeted CSOs and SA will be implemented through coaching accordingly to come out with individualized SA report for each CSO .
- 4) Standalone OD roadmap and action plan will be prepared for each CSO that reflects the OD interventions and their priorities.

### **4 Tasks and Deliverables**

#### **4.1 Task 1- Inception meeting**

#### **4.2 Task 2- Training to 20 CSOs on organizational self-assessment (SA)**

- 4.2.1 2 day training on SA, 9 hrs each for two groups of CSOs
- 4.2.2 Training plan, agenda, pre-post exam, outcomes form
- 4.2.3 Training report

#### **4.3 Task 3 - Coaching 20 CSOs on SA implementation**

- 4.3.1 2 visits per CSO
- 4.3.2 Coaching work plan
- 4.3.3 Individualized SA report per CSO

#### **4.4 Task 4 - Preparing OD plans for 20 CSOs**

- 4.4.1 20 OD roadmap and action plan
- 4.4.2 20 Coaching visit

#### **4.5 Task 5 - Writing-up comprehensive report**

- 4.5.1 A comprehensive OD report includes SA results, findings & recommendations, SWOT matrices, OD roadmaps, OD plans associated with the 20 targeted CSOs
- 4.5.2 De-briefing meeting to present the final results

### **5 Methodology**

The consultant is expected to undertake the diagnostic kind of approach under triangulation combining qualitative, quantitative, cross checking and validation using the following multi-methodological tools and methods of data collection:

- Document review
- Field visit adopting coaching style

- Key informant interview (KII) “Structured/semi-structured”
- Focus group discussion (FGD)
- Open/close-ended Questionnaire

## 6 Qualifications, Skills and Experience

The consultant should have the following qualifications and experience:

- This call for consultancy is only open for **individual consultants**.
- At least 5 years’ experience in organizational development methods and approaches (including quantitative, qualitative, and participatory); planning, design and implementation of OD systems; and report writing.
- The consultant must have qualifications, experience and track record in the following domains:
  - Strategic Management
  - Organizational capacity assessment and organizational development planning including:
    - Management
    - Human resources management
    - Finance
    - Program and project management
    - Public relations
  - Proven experiences with local and/or international NGOs around same assignment
- Excellent efficiency and time management, and ability to work under pressure
- Excellent local knowledge of issues facing disadvantaged project target groups in Gaza
- Very competent in Arabic and English languages.

## 7 Level of Efforts

- Period: It is estimated that the consultancy will be carried out within the period starting from 15 July 2015 and be completed by 25 August 2015
- Estimated level of effort: 30 working days

## 8 Evaluation Criteria

### 8.1 Technical (80%):

- Academic Qualification 10 %
- Experience in conducting Organizational capacity assessment & OD planning 50 %
- Experience in Strategic Management 20 %

### 8.2 Financial (20%)

## 9 Application Procedure

Local experts who are interested in and available for this assignment should e-mail their updated CVs to Islamic Relief’s Procurement Department at [procurement@irpal.ps](mailto:procurement@irpal.ps) , **no later than Thursday 9<sup>th</sup> July 2015**.

The short listed consultants will be contacted for short interview and asked to provide financial offer.