



TERMS OF REFERENCE
for Organizational Capacity Assessment

TOR REFERENCE: **JFT/Bijoyee/0001**

PROJECT SUMMARY

Type of Service	Organizational Capacity Assessment
Name of the project	USAID Bijoyee
Project Duration	5 Years (June 2023 – June 2028)
Assignment's duration	40 days
Project Locations	Dhaka Division (Dhaka, Munshiganj, Manikganj, Gazipur, Narayanganj districts with extended coverage of Sherpur district under Mymensingh), Chattogram division (Chattogram, Khagrachhari, Bandarban, Cox's Bazar), Khulna Division (Magura, Jashore, Satkhira, Khulna), and Rangpur Division (Kurigram, Rangpur, Nilphamari, Bogura ¹ districts)
Thematic areas	Capacity Assessment of Youth-Led Organizations
Donor	USAID
Estimated beneficiaries	300 Grassroot Youth-Led Organization
The overall objective of the project	To achieve more effective, sustainable development that is locally led and inclusive of Bangladeshi youth, and specifically women and socially excluded young people, as core participants and decision-makers.

JAAGO Foundation Trust (JFT), a USAID Bijoyee Project consortium partner, is seeking the services of a consultant/consulting firm to facilitate/conduct a participatory organizational capacity assessment of select Bijoyee consortium and downstream partners, using an Organizational Capacity Assessment Tool (OCAT) and identify organizational capacity gaps that need strengthening or further development. Illustrative areas could potentially include governance, administration (operational policies and procedures), financial management, program management etc.

The consultancy will also formulate a comprehensive institutional development plan for the participating organizations and recommend suitable and efficient modes of capacity development training in identified areas.

The next step will be to conduct similar organizational capacity assessments for 10 grassroots YLOs in the Bijoyee geo-locations (along with Bijoyee consortium member staff) so that the latter can conduct the assessments of the remaining 290 grassroots YLOs, going forward.

ABOUT THE PROJECT

¹ Though Bagura is located in the Rajshahi division, the project is considered to be under the operational region or hub of Rangpur.

The USAID Bijoyee Activity is a five-year project led by CARE Bangladesh in collaboration with a consortium of youth-led and youth serving organizations including Bangladesh Youth Leadership Center (BYLC) and JAAGO Foundation; and Underprivileged Children’s Educational Programs (UCEP). Working in close collaboration with the Department for Youth Development (DYD) and supporting the development of the Ministry of Youth and Sports (MoYS)’s newly formed National Youth Council (NYC), Bijoyee will strengthen youth systems in Bangladesh and will train 250,000 youth (60% women) with key soft skills for workforce success, boosting income and entrepreneurship opportunities. Bijoyee will also build the capacity of local youth-led and serving organizations so that they are better equipped to increase youth participation in civic engagement and make them active and contributing citizens of Bangladesh.

ABOUT THE ORGANIZATION

JAAGO Foundation Trust is a non-government organization based in Bangladesh, committed to eliminating poverty through education and improving lives across a dynamic and developing Bangladesh. It envisions a society free from all forms of exploitation and discrimination where every child has the opportunity for education and youth can realize their potential. JAAGO is working to bring about substantial improvement in the lives of underprivileged children and youth living in poverty, illiteracy, and social inequality through quality education and youth empowerment. JAAGO follows an inclusive, participatory approach in every sphere of its work. JAAGO adopted a self-help, self-sustainable method through community involvement and the formation of youth and or volunteer groups in remote rural areas of Bangladesh to alleviate poverty.

JAAGO Foundation is at the forefront for strengthening the capacity of grassroot YLOs, improve youth access to equitable economic opportunities and to reinforce local youth systems through Bijoyee project.

KEY PARTICIPANTS, TARGET, AND IMPACT GROUPS

Key Participants	Tentative Impact or Target Group
Grassroot YLOs (Registered with Department of Youth Development, GoB)	300

BACKGROUND OF THE CONSULTANCY

Bangladesh hosts a vibrant ecosystem of youth-led organizations and initiatives working on diverse social and environmental issues, yet many faces significant challenges related to resource constraints, organizational capacity gaps etc. in areas such as governance, operations, administration, financial, management, project management etc.

Aligned with USAID’s focus on fostering localization and shifting power to local actors, the broader objective of assessment is to build the capacity of grassroots YLOs across the Bijoyee geo-locations, identify the capacity building and institutional development needs of youth-led organizations and provide needs based, gender-responsive, inclusive trainings and mentoring support to them in areas such as business development and fundraising to deliver programs, technical, programmatic and financial management, compliance, advocacy, and MEAL.

The Organizational Capacity Assessment (OCA) will help assess capacities in these areas and empower 300 grassroots YLOs to formulate improvement plans based on their assessed needs. Meant to be an interactive self-assessment process, OCA will provide these organizations with a holistic understanding of their strengths and challenges, encourage reflective self-assessment, and develop concrete action plans and a clear organizational development road map.

OBJECTIVES OF THE ASSIGNMENT

The primary objectives of the assignment are to:

1. Using the OCA Tool, carry out a comprehensive capacity assessment of the Bijoyee consortium partners, including the downstream partners and identify their capacity building and institutional development needs.
2. Based on lessons learned in the application of the tool, tweak/adapt the tool as necessary to make it suitable to the needs of grassroots YLOs.
3. Conduct similar organizational capacity assessments of 10 YLOs in select Bijoyee geo-locations. This involves assessing their strengths, weaknesses, opportunities, and threats in various operational areas to empower them by providing with a structured framework to identify areas for improvement and develop strategies to enhance their capacity. This may include improving leadership skills, enhancing operational efficiency, or strengthening governance structures.
4. Build the capacity of consortium member staff in the application of the OCAT so that they can conduct the remaining organizational capacity assessments of 290 grassroots YLOs on their own.

SCOPE OF THE ORGANIZATIONAL CAPACITY ASSESSMENT

The OCA will be conducted for YLOs which are:

- Registered with Department of Youth Development, GoB
- Apolitical activity-based operation
- Has an active working relationship in their community

INDICATIVE METHODOLOGY

The consultant will conduct desk research on existing OCA tools developed by USAID and CARE Bangladesh, and best practices in organizational development for grassroot organizations. The consultant will review other necessary relevant organizational documents to develop understanding about the status of the organizations and facilitate the assessment effectively.

The Organizational Capacity Assessment should be participatory and consultative. The consultant should conduct the assessment in consultation with JAAGO Foundation Trust and CARE Bangladesh. It is expected that the assessment will be built around self-assessment processes as well as broad consultation with grassroot YLOs to help collect, and validate information ensuring simplicity, clarity, and user-friendliness.

The tool should recognize the multiple dimensions of capacity needed to effectively achieve the target of identifying key areas of improvement and develop an action plan. It should encompass organizational capacity (governance, structures, processes, etc.) as well as the broader context and environment within which the organization functions.

RESPONSIBILITIES OF THE CONSULTANT

- The consultant will be responsible for conducting the organizational capacity assessment with 5 Bijoyee partner organizations and 10 youth led grassroot organizations (from 5 different Hubs of Bijoyee Project).
- The consultant will identify and articulate the capacity building and institutional development needs of these YLOs and provide clear recommendations and actions in the following areas:
 - Governance
 - Administration
 - Human Resources
 - Financial Management
 - Organizational Management

- Program Management
 - Project Performance Management
 - Partnership (including the Private Sector)
 - Knowledge Management
- The consultant will be responsible for organizing a consultation workshop to share the draft framework with relevant stakeholders from JFT, consortium partners, and CARE.
 - The consultant will share a report from the assessment covering following areas:
 - Findings, scores, strengths, weaknesses, opportunities, challenges, areas of improvement, prioritized areas, action plans of the organizations.
 - Challenges, learnings, and recommendations from the assessment process.
 - The consultant will recommend a revised brief customized OCAT based on the learnings and feedback received from the assessment phase and the needs of local grassroots YLOs.
 - The consultant will develop training materials/facilitation guide (as necessary) to facilitate the assessment and train the Bijoyee facilitators to conduct the assessments effectively.
 - The consultant will submit the customized OCAT along with a manual and completion report.

Key Deliverables and Timelines

Deliverables

Activities	Duration (Days)	Deliverables	Deadline
Submission of an inception report	2	Inception Report will contain: - Detailed methodology, including appropriate assessment tools to gather information and data covered in the scope section - Work Plan	
Submit Initial Findings Report after conducting interviews and focus group discussions with identified organizations/conduct the OCA	20	Initial Findings Report will contain: - Summary of the discussion and agreed methodology and tools - Consultation meeting notes and findings - Completed tools as per agreed methodology	
Draft Capacity Building Plan for YLOs after analysis of data and information	10	Draft Capacity Building Plan will contain: - Draft report on capacity assessment of the organizations - Draft capacity building plan - Presentation on findings, priorities, and draft plan - Draft customized OCAT	
Finalization and submission of final report and plan	5	- Final report on the capacity assessment of partner organizations and grassroots YLOs - Final capacity building plan - Final customized OCAT	
Conduct training for facilitators and Submit Training Dissemination Report	1	Training Dissemination Report will contain: - Training or facilitation guide including recommendations for the Facilitators	

		- Training of Facilitators (ToF) Summary - Pre- Assessment and Post-Assessment findings from the participants	
--	--	--	--

Final Report Requirements

The consultant is accountable for maintaining the requirements for the content, format, and length of the final report; overall quality; and approved timelines. The contract will be a deliverables-based contract, and each payment will be contingent on receiving the agreed deliverables in their final versions at acceptable quality standards.

The report must include (but not limited to):

- **Cover page:** A title that conveys the name of the project, location, implementation period, and relevant branding requirements.
- An **executive summary summarizing the methodology, key findings, and recommendations of the assessment.**
- An **introduction** with an overview, purpose, and scope of the assessment
- **A clear methodology section:** The section should explain the proposed assessment methodology and the OCA tool that will be used to ensure the assessment is comprehensive, participatory, and built around self-assessment processes as well as broad consultations with stakeholders to help collect and validate information. It should include challenges during data collection; key ethical considerations that were observed to protect participants/YLOs and personally identifiable information. This section should also describe the limitations.
- **Findings:** Description of results; statistical analysis of the data; and triangulation between quantitative and qualitative data. The final report should contain validation notes clarifying where stakeholders' interpretation of the findings may differ from the statistical analysis of results.
- **Recommendations:** Outlines how the key findings should inform the project's design and implications for programming and action plan to carry out recommendations.
- **Conclude** the assessment report by reiterating the importance of the assessment and its potential impact on decision-making or future actions. The conclusion should provide a clear and concise summary of the assessment outcomes.
- **Key learnings** in line with the project's Learning Agenda.
- **Annexure:**
 - Proposed assessment tool(s)
 - All data collection tools etc.
 - Interviewee respondents list
 - ToR
- **Shareable Evidence:** Evidence collected by the consultant from the conclusions and recommendations must be submitted along with the final report. All datasets, qualitative interviews, and underlying data are owned by CARE and are included in final deliverables. Sources of all evidence must be identified, and conclusions must be based on evidence presented in the report, and recommendations must directly correspond to the conclusions.

PREFERRED EXPERTISE FOR THE ASSIGNMENT

- Knowledge of organizational development theories, frameworks, and methodologies
- Demonstrated expertise developing or customizing OCAT, especially for youth organizations in the context of Bangladesh.
- Minimum of 5-10 years of progressive professional experience in conducting research, capacity assessments of YLOs and civil society organizations.
- Demonstrated facilitation skills and ability to manage high profile stakeholders, lead discussions, facilitate seminars/workshops, validation of the gaps, challenges, and findings of assessments/research studies.

- Experience in community engagement, participatory research methods, and facilitation techniques.
- Proven proficiency in writing technical reports, articles, research papers, organizational strategy, and other writings in English.
- Experience of having consulted for an international development organization will be an advantage.

Candidates are required to provide examples of prior work of similar scope and coverage which the consultant was directly involved in.

EVALUATION CRITERIA

The consultant will be evaluated based on the following weight: 100 marks.

- Technical Score: 80%
- Financial Score: 20%

TIMEFRAME

40 days

REQUIRED QUALIFICATIONS

Prospective individual consultants/consulting firms with relevant experience are encouraged to submit proposals containing the following details:

- Firm profile or CV, inclusive of a minimum of 3 verifiable recent references pertaining to the last 5 years.
- Registration documents for consultancy firms.
- Team composition featuring a lead consultant, with CVs for all involved personnel highlighting experience in Organizational Capacity Assessment/Development.
- Proficiency in English, evidenced by excellent analytical, oral, and written communication skills.

APPLICATION PROCESS

Interested and qualified personnel/firms should submit their CV(s), technical, and financial proposals in two separate documents, along with a one-page expression of interest letter outlining methodology, timeline, assessment approach, Level of Effort of all consultant(s) and techniques. Please send these documents to the following email address sabrina.mamataj@jaago.com.bd mentioning "**Organizational Capacity Assessment**" in the subject line.

Bijoyee encourages women//PWD/Indigenous/SOGI-led firms to apply.

DEADLINE FOR THE SUBMISSION OF PROPOSAL

The consultant/firm is requested to submit the financial proposal along with the technical proposal by **May 16, 2024**, signifying the detailed work plan.

PAYMENT MODE

Payment mode for the consultancy service will be on the following basis:
Payment will be made via wire transfer.

TERMS OF PAYMENT

The Consultant will be paid as per the following schedule:

PAYMENT MATRIX	
Deliverables	% on total Purchase Value
Inception Report with workplan, methodology and tools	20%
Submission of first draft of Initial Findings Report	20%
Submission of Final Report (subject to donor approval)	40%
Submission of Training Dissemination Report (subject to donor approval)	20%

Payments in local currency will be made as per the standard procedure.

CONTACT

JAAGO Foundation Trust
USAID Bijoyee Project
House # 2/4, Block- G
Road- Kazi Nazrul Islam Road
Lalmatia, Mohammadpur
Dhaka- 1205, Bangladesh

DISCLAIMER

Due to limited resources and a high volume of applications, only short-listed consultants/firms will be contacted and any kind of lobbying or personal contact over a phone call is discouraged. Short-listed consultants/firms will be contacted to discuss the assignment further.