**Terms of Reference for**

**Organizational Development Process of CCDB**

**Background**

**Christian Commission for Development in Bangladesh (**CCDB) a national non-government voluntary organization. It was found in 1973 as a successor of Bangladesh Ecumenical Relief and Rehabilitation Services (BERRS)[[1]](#footnote-1).

CCDB envisions a just and caring society, where poor people live in peace, with dignity and harmonious relationship with all of God's creations. CCDB is mandated to work on the basis of ecumenical principles, to create a society where the poor, marginalized and vulnerable people can claim and enjoy their rights and seek justice for a sustainable livelihood.

CCDB has been practicing a development model called “People Centered Development Approach” by putting the people at the center of development to ensure Sustainable Development. There is an intrinsic feature of this approach is “Role Transformation” process where the member of the people’s institutions are gradually gaining competency in operating their own institutions by themselves. This process of role transformation is playing a crucial role in the continuation of the people’s institutions as a sustainable social force without any further stewardship.

CCDB has also been working in many areas of development which include- formation and strengthening people’s institution, poverty reduction, food security, livelihood improvement, non-formal education, health & WATSAN, societal peace, gender equity and justice, promoting culture of indigenous community, pro-poor market development, seed production and promotion, promotion of organic agriculture, climate change adaptation and mitigation, disaster risk reduction resettlement, etc.

CCDB as an organization went through a number of change processes in development phases, for responding to the emerging issues and in search of better alternatives, for meeting the needs of the poor. The organization is appreciated and broadly known for its role in transforming the lives of hundreds and thousands of most marginalized community through economic, social empowerment based on universal human rights and values following participatory and sustainable development models. Thus, it has accumulated an enormous amount of experience and expertise and has solid grounding in working with people at the micro and meso levels.

Right now CCDB is at the crossroad of transitioning itself into a new level to accelerate its growth and ensure organizational relevance by expanding its role in working with government organizations and the international community and stakeholders in creating awareness of the people across all cultural and social boundaries about global warming and promotion of environmentally sustainable technologies leading to adaptation to changes caused by global warming through a more sustainable and efficient organizational structure.

**Purpose of the Organizational Development**

The purpose of the Organizational Development (OD) process is to reflect on the existing strategies, practices, structure and governance of the organization and assess to what extent these are effective and efficient to fulfill the mission, vision and development goals of CCDB and its future role as a dynamic learning organization delivering optimized services in the contemporary development and climate change context. It is expected to identify the strengths, gaps and needs of the organization and plan strategies and activities to enhance its capacity to meet the quality standards both at the programmatic and management levels. As CCDB is in the process of leadership transition in the next few months, this will contribute to the change process and help CCDB to take appropriate strategies and make necessary adjustments.

**Objective of the Organizational Development**

The objective of the consultancy is to provide the management with the required technical advice and support in the restructuring of the organization in order to respond to the situation mentioned above and to propose a road map to build CCDB’s capacity to optimize its services to various actors and stakeholders that it is associated with both at national and international levels. To achieve this broader objective, the OD process is expected to achieve the following set of specific objectives:

* To review the existing organizational strategies, structure/governance and practices. To develop a roadmap in the light of current development context, emerging needs and validate its relevance;
* To conduct a skills gap analysis on existing staff and identify current capacity so that the organization determine new responsibilities and the standards and skills required to deliver those responsibilities and help the organization following the roadmap;
* To develop the draft organizational transition plan as a key part of the proposed roadmap so that it satisfies the future need and vision of the organization.

**Detail Scope of the work of the Assignment**

1. Assess the current organizational structure, governance and management of CCDB and suggest changes that are required to ensure CCDB’s current and future relevance, impact and sustainability as a dynamic learning organization delivering efficient services in the contemporary development and climate context.
2. Assess the present HR Policy and practice as well as other related documents and assist CCDB to develop a HR strategy in line with the revised HR policy for a complete HR cycle particularly emphasizing on KPI based performance appraisal management system.
3. Assess the limitations/gaps (if any) of the functional structure of the organization and provide solutions to enhance impact and efficiency.
4. Assess the situation in the organization from gender perspective and to provide recommendations to create a more gender-friendly environment that attracts women to work at CCDB.
5. Assist to create a more collaborative environment within the organization to increase transparency, efficiency and professionalism.
6. Lay out an organizational transition plan to satisfy the future need of the organization.
7. Develop an efficient communication strategy or structure which will ensure more openness in lateral, vertical and diagonal communication within the organization.
8. Find out skill gaps of the existing staff members at different levels and develop a robust staff capacity development strategy.
9. Review the strategic roadmap considering the current development context and validate its relevance.
10. Develop a step by step action plan for implementation of recommendations of the OD process.

**Coordination and Follow-up:**

A steering group of three members will be formed consisting of one member from the Commission, one member from the senior management and the designated executive director. The designated executive director will coordinate and facilitate the process. The consultants will update the steering group on a regular basis and when required.

**Information Basis:**

CCDB will provide a set of key documents in beforehand of the inception report, including, inter alia, vision and mission statement, strategies, internal policies and rules of procedure, staffing lists, salary schemes, list of co-funded projects, financial statements, plans and institutional audit reports. This preliminary list will be amended, as required, in consultation with the consultants.

Focal group discussions with the staff and the Commission, as well as individual interviews with key knowledge holders within CCDB, its sister organizations (Hope Foundation, CCDB Enterprise), and relevant peers (including key donors) will be conducted in the course of the process, too.

**Deliverables:**

1. **An Inception Report**: The inception report should be prepared by the Consultant(s) before embarking on a fully-fledged Organizational Development exercise. This will be based on the initial meeting of the consultants with the steering group, a first set of interviews with key knowledge holders (senior management, staff, Commission, peers) and an analysis of key documents. It will formulate key assumptions and out-line a detailed methodology and timeframe of the study.
2. **Process documentation:** The entire OD process will be carefully documented by the consultant as the process begins.
3. **Draft Report:** The first draft should be prepared by the consultant within a month after the interview and assessment phase is completed. The report will be shared with and presented at a workshop to the steering group, the Commission, the Executive Director and the senior management of CCDB to receive their feedback. The Coordinator of the steering group will send the feedback consolidating all suggestions received to the consultants. The report should include :

* Proposed revised management structure
* Revised HR and related policies
* Performance Management structure & plan
* A proposed transition plan

1. **The Final Report**: The Consultant(s) team will send a final report (both hard and soft copies) to the steering group, the Executive Director of CCDB and the Commission by May 15, 2020.

**Timeframes:**

*The assignment will be executed by the consultant within January – April 2020. Advertisement of TOR and hiring of consultants through due process should be completed by January, 2020.*

**Qualification of the team:**

CCDB expects a team comprising of an International lead consultant and a national consultant to carry out this assignment. The lead consultant in consultation with the national consultant will develop tools and methods to run the OD Process. Either the international consultant or the national consultant must be a female person. The evaluation team is expected to have the following qualification/expertise

The International lead consultant is expected to have a degree in Social science/management/business administration and at least 10 years of working experience in the development field. He/ she has excellent and proven experience in organizational development, human resource management and strategic planning.

The national consultant is expected to have at least five years of proven experience in organizational development and human resource management. He/she may be contracted to provide continuous support in resource management and institutional capacity development. He/she has proven experience in working with NGOs.

**Contents of the offer of the consultants for this assignment:**

1. CVs of all consultants to be involved
2. Technical Proposal

i. Technical Approach, Methodology, and Organization of the Consultant’s team: *Please* explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected results(s); and describe the structure and composition of your team.

ii. Work Plan and Staffing: Please outline the plan for the implementation of the main tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible work schedule showing the assigned tasks for each expert.

iii) Comments on the TOR and on staff and facilities: *Your suggestions should be concise and to the point, and incorporated in your Proposal.*

c. Financial Proposal. (Please provide break down of each cost Item)

i. Remuneration of each consultant and other staff if any (per person/day)

ii. Travel cost (if applicable)

Food and accommodation (if applicable)

iii. Stationeries and printing

(Add more if you feel necessary including VAT and Tax which will be deducted at Source)

d. Sample of previous work similar to this assignment

**NB:** All documents, papers and data produced during the OD process are to be treated as CCDB’s property and restricted for public use. Return or destroy and maintain all official ‘Confidential Information’, and any copies thereof, upon the request of CCDB *or after the termination of the agreement.*

1. BERRS was initiated in 1972 to respond the needs of people affected during the war of independence in 1971 and undertake development initiatives in the newly born country. [↑](#footnote-ref-1)