

Terms of Reference (TOR)
for
**Organisational Capability and Financial Sustainability Assessment of Manusher
Jonno Foundation**

1. Introduction:

Manusher Jonno Foundation (MJF) is a national grant making organization designed by DFID in 2002 to support civil society in Rights and Governance work in Bangladesh. In 2006 it was registered with the Registrar of Joint Stock Companies as a Company Limited by Guarantee (CLG) and titled as Manusher Jonno Foundation (MJF). A previous Steering Committee took on the role of the Governing Board (GB) with over all stewardship responsibilities.

MJF, through partnership with civil society organizations works on demand side by mobilizing people to raise their voice and demand basic services, better governance and fulfilment of fundamental rights. MJF also works on the supply side with duty bearers to ensure their responsiveness towards the demands of people, especially the poor and marginalized. MJF has acquired huge knowledge and experience of partnership management during the last 17 years and has worked with more than 250 different level organizations all over Bangladesh. Through unique partnership with NGOs, it has produced tangible and indirect results and benefits to a large number of women, children, and persons with disability, including 12 categories of marginalized and disadvantaged communities in Bangladesh. MJF receives grants from a number of development partners, including major funding from DFID.

MJF has around 80 staff at present that includes 60-65 professional staff from mid to senior level positions. MJF has the following strategic support units comprising of Monitoring and Evaluation (M&E), Management Information System (MIS), Capacity Building, Resource Mobilisation and Knowledge Management (KM) Units. All of these units are constantly contributing towards efficient and effective implementation of the thematic programmes, build profile, store and analyze data and measure results.

With DFID's funding, MJF is implementing the Excluded People's Rights (EPR) programme over the period 2017-2023. A key component of the programme is to develop MJF's financial sustainability and operational efficiency. The programme's first annual review made a recommendation to carry out an organisational assessment and systems audit to identify its capacity development needs to transform MJF into an efficient and sustainable organisation. As part of this recommendation, while DFID has been carrying out certain aspects of the Systems Audit, MJF has decided to undertake an organisational assessment.

It is in this background, MJF is seeking to appoint a consulting firm/ a group of consultants to undertake an organisational capability and financial sustainability assessment of the organisation.

2. Objective of the Review: The overall objective is:

- To assess how organisational structure of MJF can be made more efficient in terms of programme delivery, efficiency and sustainability.

The specific objectives are:

- To review internal management and organisational structures and processes to deliver on existing and future programmes
- To develop an action plan for MJF to strengthen its capability to become an operationally efficient organisation.
- To review and refine MJF's strategy and business plans, enabling it to become financially sustainable and maximise the impact it can achieve by improving the lives of the poor and marginalized groups.

3. Scope of Work:

- Assess MJF's organisational capability including leadership, staff competency and governance; this also covers staff workload and identify areas of over load or under load vis a vis staff position and responsibilities.
- Assess management processes and practices related to operations, finance, performance monitoring and human resources.
- Assess whether policies to support are in place and compliant. If not, identify organisational development needs including management systems, processes and practices, staffing, training etc.
- Develop feasible short and medium-term action plans to make necessary organisational changes. This includes, recommendations on staff reassignment or retrenchment as well as improvements in staff capacity where applicable.
- Assess the appropriateness and feasibility of MJF's strategy and business plans and its ability to implement these. This should consider donor funding as well as internal and external factors that affect MJF's work. Internal factors include organisational history and culture while external factors include other development projects, government policies etc.

4. Approach & Methodology:

The approach for this work should involve interviewing MJF staff, board members and key external stakeholders, observing MJF's operations and management processes, reviewing relevant documents, analysing MJF's financial and operational data.

- Review of MJF's existing policies, manuals, documents, strategy papers and donor agreements.
- Review of Departmental/Unit/Thematic staff functionality with effectiveness.
- Interview all levels of staff including MJF management other than support staff.
- Review job description and Annual Performance Appraisal of all the relevant staff. Interview of Governing Body members, existing development partners and other

relevant key external stakeholders. Data collection from National and International NGOs, especially those that have achieved a level of sustainability.

- Analyse collected information /data on other established NGOs or any of such model organisation and make a comparative analysis to identify and justify the recommended actions.
- SWOT analysis or application of similar tools based on the discussion with the Executive Director of MJF.
- Analyse associated risks.
- Secondary documents review available at MJF on all policies, strategy papers and agreements with donors.

5. Time line:

The assignment is envisaged for up to 40 working days between July 21 to August 30, 2019, deliver the draft report and presentation by September 8, 2019 and final report by September 29, 2019.

The work should commence within a week of signing the contract. The response to this invitation to tender should outline the total timeframe and number of person days required to conduct the review.

6. Deliverables:

The consultant/s should deliver the following -

- Regular weekly updates to Executive Director
- Documentation of SWOT analyses or similar tools suggested by the consultant and also identify associated risks by August 25, 2019
- Draft assessment report consistent with the TOR, including clearly identified findings, recommendations and options for organizational re-structuring and management approach for way forward by August 31, 2019
- Draft report presentation to receive feedback from senior management by September 8, 2019
- Short-term and long-term action plans for MJF by September 15, 2019. Final report taking into account feedback, corrections and requested changes by September 23, 2019.
- Consultant to keep records / notes of all the decisions/ recommendations is made during the sessions i.e. minutes keeping.
- Final reports incorporating comments, by September 29, 2019 and submission to MJF.
- A short follow-up assessment after six months to assess progress on implementing the action plan.

7. Expertise Requirements:

- The Consultants collectively need to have the following competencies: Advanced University degree in strategic management, organizational design and/or business administration
- Minimum of seven to ten years of relevant professional experience in management consulting, which includes business development, human resource management, financial analysis and/or organisational development, preferably in non-profit organisations and social enterprises.
- Minimum of seven to ten years of relevant experience in strategic management assessments, particularly as it relates to human resources, financial and administrative management.
- Knowledge of donor landscape (official, private foundations etc) and donor funded development projects. Ability to express clearly and concisely ideas and concepts in writing and orally
- Research, analyze, evaluate and synthesize information
- Conceptualize, plan and execute ideas
- Demonstrated ability to work in a multi-cultural environment and establish harmonious and effective working relations within the organization
- Prior experience on professional review of job descriptions and workload assessment of each staff position.
- Work well under pressure and manage conflicting priorities
- Excellent communication skills
- Demonstrate capacity to produce high quality reports (strategy paper) from previous undertakings in terms of English language proficiency, report content and report structure
- The ability to deliver and meet deadlines.

8. Reporting:

The Consultant will directly report to Ms. Shaheen Anam, Executive Director who will guide the consultants team.

9. Application Procedures

Interested individuals/organisations are requested to submit both the technical and financial proposals along with their organisational and working team profile as soft copy (PDF Version) and hard copy addressing Md. Anwar Hossain, Director-Finance & Administration (anwar.hossain@manusher.org) with a cc (soft copy) to Md. Abdul Hai, Coordinator –HR & Admin (hai@manusher.org) by 13th July , 2019 before 17:00 hours Bangladesh time.