



Terms of Reference (ToR)

“Develop Training module and training conduction on Organization Management and Leadership (in regard to strategic, transformative and feminist leadership)”

Overall Purpose of assignment	To enhance knowledge of WROs executive committee members, general board members, organization employees on organization management and leadership in regard to strategic, transformative and feminist leadership.
Technical and Financial Proposal submission date	Send soft signed copy in PDF format through email to subarna@manusher.org on or before 15 October 2021.
Duration of assignment	50 days in two spell

1. BACKGROUND

Manusher Jonno Foundation (MJF) a non-government and non-profit organization works with local organizations to improve the well-being of poor and marginalized communities, through increasing their voices, capacities, realization of their fundamental rights and demand- driven institutional responsiveness. It is one of the largest national non-governmental organization in Bangladesh providing grants and capacity building support for human rights and good governance. Gender Equality (GE) and empowerment of women and girls is at the core of MJF’s work in different level (organization, partnership and State) through strengthening of Women’s Right Organizations (WROs), advancement of women leadership and policy advocacy for gender sensitive law and policy.

MJF has been implementing a project called Women’s Voice and Leadership- Bangladesh (WVLB), it is a part of global initiative of Global Affairs Canada (GAC) to support Canada’s new Feminist International Assistance Policy. Globally, this program has been launched to respond to the needs of local Women’s Right Organizations (WROs) working to advance the empowerment of women and girls, promote gender equality, and protect the human rights of women and girls.

Key outcomes of WVLB

- **Intermediate outcome:** “Improved management, programming and sustainability of WROs in Bangladesh, particularly those representing vulnerable and marginalized women and girls” .
- **Immediate outcome:** Enhanced management & operational capacity of local WROs to implement long term programs on women’s empowerment.

2. RATIONAL

Manusher Jonno Foundation has been implementing a project titled “**Women’s Voice and Leadership - Bangladesh**” supported by Global Affairs Canada (GAC) through partnership with 17 (seventeen) WROs that varies in structure and size of organization, its skill, issues coverage etc. WROs are mostly managed and led by community, not as standard NGO type; for example: transgender’s organization, sex workers’ organization, disabled women organization etc. WROs are currently dealing with vulnerable and marginalized women, transgender such as rural women, single women, survivors of sexual and gender-

based violence (SGBV), migrant workers, *Dalit* women and girls, commercial sex workers, women and girls with disabilities, and transgender women etc.

WROs under this project are generally nascent and many of them are not well-structured or do practice informal, traditional leadership style and steered by patriarchal outlook. These grassroots level WROs have understanding gap in organization management and leadership in regard to strategic, transformative and feminist Leadership.

In view of above, WVLB project of MJF has planned to hire external skilled resource to

- (a) Develop training module on “Organization Management and Leadership (in regard to strategic, transformative and feminist leadership)”;
- (b) Conduct a three days (03) training for Women Rights Organizations.

3. ABOUT THIS ASSIGNMENT

Leadership is a set of skills that must be constantly observed, taught, emulated, and honed. Organization management does not just need to be developed, they need to be led by practicing “soft” (Vision, Trust, Clarity, Communication, Empathy, Passion) and “hard” (Financial Judgment, Operational Insight, Thematic Expertise) leadership skills. And a workplace culture fueled by innovation and inclusion begins with leaders.

Objectives of this assignment

Women’s Voice and Leadership – Bangladesh (WVLB)” project of MJF seeks to engage a consultant will facilitate the process of module development and conduct training for the Women’s Right Organizations (WROs).

a. Developing Module

- To enhance knowledge and skill about organization management, strategic and transformative Leadership.
- To increase understanding and skill of management and operational capacity including fundraising, successive leadership, designed and delivered empowerment process of members and staff in workplace.
- To enhance knowledge on the key traits and characteristics that all successful leaders must adopt includes “soft” leadership skills (Vision, Trust, Clarity, Communication, Empathy, Passion) and “hard” (Financial Judgment, Operational Insight, Thematic Expertise) leadership skills.
- To increase knowledge and skill on the key traits and characteristics of feminist leadership.
- To introduce leadership assessment tools (self-assessment, strategic leadership meter etc.)

b. End of the training, participants will be able to:

- Understand the nexus between organization management, strategic, transformative leadership and feminist leadership within the broader milieu of sustainable organization development through gender transformative/ feminist approach;
- Understand transformational leadership traits to transmit a sense of the larger culture to the individual, giving executive committee members, general board members and organization employees a feeling of ownership in organization goals and independence in the workplace.
- Learn about the essential features of organization management which binds the executive committees members, general board members and employees together and gives them a sense of loyalty towards the organization.
- Understand the roles and responsibilities of executive committee members, general board members, employees and know what they are supposed to do in the organization.

Deliverables of the assignment

- One (01) training module (in Bengali) and course materials of aforesaid subject matters; containing description, analysis of topics, relevant examples, necessary background materials, outline of learning objectives, handouts, and exercises etc.
- Organize training needs assessment workshop/ FGD and prepare summary note.
- Detailed training report submission (in English) to MJF including methodology, work plan, end evaluation summary, list of participants, photographs etc.
- Conduct three (03) days residential training for 25 participants from different WROs.
- Provide materials and handouts for the participants during training.
- Provide both soft and hard copy of training module and report to MJF.

4. SCOPE OF WORK

- Organised and coherent needs assessment to be done either online or offline for 17 WROs.
- Prepare summary note of need assessment and share with MJF.
- Content design, set topic, methodology, session plan, develop materials and share with MJF for feedback.
- Develop draft module including relevant training materials and submit to MJF for feedback
- Incorporate feedback and share 2nd draft with MJF.
- Apply feminist principles (participation, inclusion and empowerment in every stages including tools and techniques of Participatory Approaches (PA) in training conduction, session plan, exercise, training materials, and participants' feedback.
- Develop relevant tools for Pre- test and Post- test on knowledge, attitude, practice and end training evaluation etc.
- Conduct three (03) days residential training for 25 participants from 17 WROs.
- While the draft module is produced, it will be shared with MJF prior to finalization. During the whole period of the assignment, several follow up meetings will be held between the contracted consultants/ consulting firm and MJF based on need.
- Training will be conducted subsequent to module development considering the situation and convenience of MJF.
- Selected consultant/ firm will have the freedom to elaborate further on the Terms of Reference (ToR), plan, and proposed work method in consultation with Manusher Jonno Foundation.

5. TIME FRAME

Total contract period is 50 days in two spell (dates to be finalized based on discussion with selected consultant) effective on signing the contract as such:

a. The process of module development (30 days)

Major Tasks	Required Days	Remarks
Inception Meeting with WVLB Team	30 calendar days	Selected consultant/s or consulting firm will segregate the work plan with key milestone/ task with timeline.
Submit a work plan with key milestones		
Documents review, checklist for need assessment, share with MJF, need assessment conduction, compilation and summarization etc.		

Content design, drafting, materials development, draft module share with MJF, incorporate feedback etc.		
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b. Training conduction and final product submission (20 days)

Tentative Training Date: 25-27 January'2022 at Dhaka

Major Tasks	Required Days	Remarks
Training conduction	20 calendar days	Selected consultant/s or consulting firm will segregate the work plan with key milestone/ task with timeline.
Incorporate feedback, findings from participants and MJF on the basis of training conduction		
Final submission of module and training report		

6. PROPOSAL SUBMISSION (PROGRAM & FINANCE)

Interested consultant/ consulting firm will submit technical proposal (maximum 5 pages) along with financial proposal. The consultant/ consulting firm will prove its skill, expertise and prior experience on similar assignment with international or national NGOs. The budget will include consultancy fees, preparation and making copy of training material (photocopy of presentation/ handout and training module), illustration, transport cost (if any) including VAT and Tax will be deducted at source as per Government rule of Bangladesh.

Technical proposal includes the brief about understanding the ToR, and the concept/ issues including appropriate thought for proposed assignment, methodology/ approach and participatory or best learning tools fit for the mentioned WROs, role of team/ individual consultant, and relevant similar expertise with reference/ evidence, estimated budget with breakdown.

7. REQUIRED SKILL AND EXPERTISE OF CONSULTANT/S OR CONSULTING FIRM

Interested consultant/ consulting firm is expected to have the following competencies and experience:

- Conceptual understanding on organization management, strategic, transformative, and feminist leadership to development work.
- Expertise on diverse areas of different styles of management and practice in executives' strategic leadership to develop a vision for their organization that enables it to adapt to or remain competitive in a changing economic and technological climate.
- Practical experience on training module development relevant to organization management, strategic and transformative leadership for CBO/ NGO/ others.
- Proven experience and understanding on Participatory Approach (PA) in module design/ development and training conduction by using participatory learning and action in different contexts, and motivating participants to engage in content.
- Five years of relevant professional experience, delivering capacity building training to different stakeholders with a strong technical focus on organization management, strategic and transformative leadership in the context of gender equality and women empowerment.
- Demonstrated experience in developing capacity building materials through application of gender lens.
- She/ he or consulting firm have submit relevant CV to MJF.

8. PAYMENT AND FINANCIAL MODALITY

The payment will be done including TAX and VAT deduct and through account payee cheque in 3 installments as mentioned below.

- 20% of the total agreed amount will be paid after submission of detailed work plan and schedule after signing of the contract.
- 30% of the total agreed amount will be paid within one week of submission of the draft final module to be ready for training conduction.
- 50% of the total agreed amount will be paid within one week after conduction of the training and submission of the final module and training report.
- She/ he or consulting firm must have a bank account.
- If an organization is contracted, a valid TIN and Vat registration document is required. If an individual is contracted, a valid TIN is required. In this case Tax and VAT will be deducted from consultant's fees or at source while payment will be made by MJF as per the rules and regulations of Government of Bangladesh.

9. APPLICATION PROCEDURE AND CONTACT

Interested participants are invited to submit their Expression of Interest (Eoi) along with a cover letter to include a brief overview about which of your previous experiences makes you the most suitable applicant for this assignment, technical and financial proposal and CVs on or before **15 October 2021**. Please mention the subject as **“Develop Training module and training conduction on Organization Management and Leadership (in regard to strategic, transformative and feminist leadership)”** for WVLB.

10. REQUIRED DOCUMENTS

- Eoi (technical & financial proposal) & CV
- Forwarding / Cover letter
- Registration certificate of consulting firm from any Government authorities
- VAT registration certificate
- TIN certificate

Female Consultant who has previous working experience on “Organization Management, Strategic and Transformative Leadership” are highly encouraged to apply

11. ROLE OF MJF

- Communicate with respective partner organizations.
- Provide comments/ feedback on the documents related to this assignment.
- Review and provide comments on methodology or modalities.
- Review and provide feedback on draft report.

12. EVALUATION PROCESS

In response to the call for application, the consultants /firms will be assessed by the selection committee to evaluate the proposal (technical and financial).

- Step 1: MJF will assess the received proposals and will make a shortlist for the next step.
- Step 2: Short- listed consultants or firms will be communicated for presentation (if needed).
- Step 3: MJF may call the selected consultants/ firm for programmatic or budget negotiation.
- Step 4: A contract will be signed between MJF and consultant/firm.

A cumulative analysis weighted- scoring method will be applied to evaluate applications by MJF as mentioned below

Criteria
1. Understanding of the assignment and proposed work / Compliant with ToR
2. Conceptual understanding and appropriate thought for proposed assignment
3. Appropriateness of methodology
4. Consultant's skill, knowledge and expertise
5. Evidence of relevant work experience
6. Financial Proposal (realistic and cost effective)

13. GENERAL TERMS AND CONDITIONS

Either party can terminate this agreement with a written notice within 15 (fifteen) days from the date of signing this agreement. MJF reserves the right to unilaterally terminate the contract if:

1. The Consultant/ firm cannot fulfil any clause of Terms of Reference.
2. The Consultant/ firm cannot submit their deliverables within the specified time.
3. Any document, information or data entrusted to or produced by the Consultant/ firm in connection with this assignment shall be strictly confidential and cannot be used by the consultant/ firm for any other purpose without the written consent of MJF authority. This provision shall remain valid even after the completion of this assignment.
4. All documents prepared during the assignment will be treated as MJF property.
5. In case of any change made in the Scope of Work by MJF because of an increase or decrease in required cost or time, or any part of the work under the contract, equitable adjustment in the contract price, delivery schedule, or both will be amended in written.
6. MJF will bear all cost related to venue, accommodation, multimedia, laptop and food arrangement for the participants of three (03) days residential training.
7. MJF may negotiate budget with the finally selected consultant/ consulting firm considering the scope of work finally agreed with.

14. DISCLOSURE OF INFORMATION

It is understood and agreed that the consultant(s) shall, during and after the effective period of the agreement, treat as confidential and not disclose, unless authorized in writing by Manusher Jonno Foundation, any information obtained in the assignment of the performance of the agreement. Information will be made available for the consultants on a need-to-know basis.

Safeguarding / Protection Policy:

The individual consultant/ team/ firm shall comply with the MJF's Policy on safeguarding and child Protection policy. Any violation/ deviation in complying with MJF's Policy on Child Protection and vulnerable adults will not only result-in termination of the agreement but also MJF will initiate appropriate action in order to make good the damages/ losses caused due to noncompliance of MJF's safeguarding policy.