

**TERMS OF REFERENCES (TOR)  
FOR  
CONSULTANT FOR FACILITATING THE WORKSHOPS OF  
ORGANIZATIONAL CAPACITY ASSESSMENT USING 'ORGANIZATIONAL CAPACITY SELF-  
ASSESSMENT TOOL: GENDER-JUST ORGANIZATIONAL STRENGTHENING'**

**SECURING RIGHTS OF WOMEN DOMESTIC WORKERS IN BANGLADESH**

**1. Securing Rights of Women Domestic Workers in Bangladesh – Project Brief**

The Securing Rights of Women Domestic Workers in Bangladesh project (Securing Rights) aims to improve the well-being of women domestic workers—one of the most marginalized labour groups in Bangladesh—by enabling them to access their rights to engage in “decent work” as defined by the International Labour Organization (ILO). Funded by Global Affairs Canada, this four-year project (2019-2022) will work with 16,000 women domestic workers within Dhaka city as well as influencers (community leaders, private sector, political actors, government officials, youth leaders and other duty bearers), networks and alliances working on domestic workers rights including Domestic Workers Rights Network (DWRN), organizations that provide psycho-social services for women and girls who have experienced violence, public, non-public and private technical and vocational training support providers, and key government organizations in influencing change.

The four-year project plan to build on the momentum created by the Government of Bangladesh’s approval of the Domestic Worker Protection and Welfare Policy (DWPWP) in following four key ways: **First**, the project will provide women domestic workers with access to skills training and official accreditation that is expected to lead to formal employment opportunities. **Second**, it will increase women domestic workers’ awareness of their rights and improve their agency to claim those rights, especially the right to decent work including the living free from violence. **Third**, it will increase the capacity of the influential, civil society organizations (CSOs) and other key stakeholder and intermediaries to implement and monitor the DWPWP. **Lastly**, work towards changing attitudes, norms and behaviours of the wider Bangladeshi society regarding domestic workers and entitlements.

The project will be implemented by several partners including a women’s rights organization, Bangladesh Labour Institute, two civil society organizations, and several private sector organizations that include private placement agencies and an international communication consulting partner with support from Oxfam. The theory of change underlying the project includes two strategic pillars that working together will contribute to the kinds of changes the project seeks to support:

**Pillar 1:** Strengthened agency of women domestic workers to claim and defend their rights in relation to decent employment.

**Pillar 2:** Improved social norms on women domestic workers’ rights, including increased recognition of domestic work as a formal profession, promoted by policy makers, government and employers and the wider society.

Pillar 2 reflects Oxfam’s understanding that Civil Society Organization (CSO)s are key agents in determining the direction of change in their societies. As such, strengthening capacity of project partners to work effectively to become as a gender just organizations are a key to long-term project sustainability and therefore a central component to this project. One of the expected outputs for Pillar 2 is “Technical/financial assistance provided for project partners based on capacity strengthening action plan”. To that end, Oxfam has developed a methodology which enables partners to carry out a self-assessment of their capacities, prioritize areas where they want to improve, and develop an action plan.

## 2. Capacity Assessment Tool

Oxfam Canada has developed a new organizational capacity self-assessment tool (Capacity Assessment Tool for Gender-Just Organizations or CAT4GJO) for organizations working on women's rights and gender justice sector. In 2019, Oxfam Canada updated this toolkit to reflect evolving discussions, learnings, needs and priorities of partners working in the women's rights and gender justice sector. This document, CAT for Gender Just Organizational strengthening (CAT4GJO), is a revised version of the Power of Gender-Just Organizations Toolkit sections 1, 2 and 3. Key revisions include additional capacity areas on intersectionality, collective and self-care practices including in digital spaces, promoting environmental best practices, safeguarding, supplementary workshop exercises and an intentional shift in language from capacity building to capacity strengthening. The tool aims to:

- Facilitate reflection: this self-assessment will serve as the much-needed moment of reflection. Reflecting on institutional practices will offer greater opportunities for organizational and programmatic growth
- Identify strengths and opportunities for improvement: if used thoughtfully, this tool will give the implementing partner a clear overview of the strengths and areas for growth. Such knowledge and awareness will then be used to help enhance the implementing partners' efforts to become Gender-Just Organizations.
- Identify priorities for capacity building: mindful discussion of the insights revealed through this self-assessment process will help the partner think about what it looks like to keep innovating and will be a guide in prioritizing organizational capacity building goals.

The CAT4GJO uses a self-assessment methodology combined with external facilitators acting as 'critical friends.' The role of the facilitators — who ideally have good knowledge of and a positive relationship with participants — is to probe and challenge participants to think more deeply about their organization. If for whatever reason it is not possible for the facilitators to be chosen by the organization, it is critical to ensure that there is a feedback process in place for the organization to raise any concerns with the proposed facilitator. Together, participants in the exercise build consensus around the specific capacities they have currently and those they need in the future in order to strengthen their work on women's rights and gender justice. The CAT4GJO thus draws on the unique knowledge, experience, and perspectives of the participants to identify and then assess their own organizational capacities. In this way, and through promoting contextualization, learning, collaboration, participation, inclusivity, and responsiveness, the CAT4GJO is representative of Oxfam Canada's approach to feminist MEAL.

### Methodology

In small groups, the organization works through one strategy at a time, discussing and scoring their capacity based on the descriptions provided in the tool. The groups then come together, compare assessments and aim to reach a consensus. Once there is an overall assessment for all the items in the strategy, the group identifies preliminary priorities. Work continues in this way until there are assessments and priorities for all the strategies.

The group then makes a second prioritization, taking into account criteria such as urgency, importance, cost and feasibility. Once a final list of priorities has been agreed, the group identifies actions to be taken over the next 6 months and the resources needed for carrying them out. A menu of possible actions is provided, to promote reflection. It should be noted that not all actions will require funding and that not all funding needs will be met by Oxfam.

Organizational capacity strengthening model in this toolkit highlights six domains of change for gender-just organizational strengthening (see below table), and to foster **strong, effective, and gender-just organizations**.

<b>CAPACITY DOMAIN</b>	<b>CAPACITY AREAS</b> (Organization or staff competencies, functions, skills)
<b>DOMAIN 1</b> Women's Transformative Leadership	Reflective leadership on gender and diversity
	Cultivating women's confidence and leadership capacity
<b>DOMAIN 2</b> Gender-Just Structures and Processes	'Living our values' – gender-just human resources (HR) policies and practices
	Collaborative management and decision-making
	Self-care, collective-care, and organizational culture
	Promoting environmentalism and ensuring environmental best practices
<b>DOMAIN 3</b> Organizational Resilience and Sustainability	Strategic planning
	Mobilizing resources
	Gender-responsive financial management
	Undertaking an intersectional approach to operations and programs
<b>DOMAIN 4</b> Strategic Gender Justice Relationships and Linkages	Fostering intergenerational learning and exchange
	Working in networks/coalitions
	Communicating and sharing knowledge
<b>DOMAIN 5</b> Transformative Gender Justice Programming and Advocacy	Fostering, strengthening, and sustaining movements <sup>30</sup>
	Design and implementation of gender transformative programs, including standalone, women-centred programs or projects
	Engaging men and boys as allies and beneficiaries of gender-just communities
	Routine involvement of people we work with in program development and implementation
	Feminist monitoring, evaluation, accountability, and learning
<b>DOMAIN 6</b> Safeguarding	Women's rights and gender justice focused advocacy and campaigning
	Ensuring safe and ethical programming
	Child protection
	Safeguarding, Protection from Sexual Exploitation and Abuse (PSEA), and ensuring safety

**Objectives of the workshop of 'Organizational Capacity Self-Assessment' tool:**

- To increase capacity of partner CSOs and WROs to deliver effective, transparent and accountable programs that contribute in promoting women's rights and gender justice.

**3. Scope of Work**

Oxfam is looking for a Consultant/facilitator to conduct the workshop using hybrid assessment tool with the 'Securing Rights' project implementing partners. Six partners are implementing the project within Dhaka city, Bangladesh. These partners are: two CSO partners, CAMPE (Campaign for Popular Education) and UCEP (Underprivileged Children's Educational Programs); one WRO, Nari Maitree; a labour institute, BILS (Bangladesh Institute of Labour Studies); an employment agency, HelloTask; and one social communication agency,

RedOrange Limited. The organization is looking for a facilitator with experience in facilitating workshop/training related to women's rights and gender justice, with a good understanding of power dynamics, feminist approaches, and intersectionality.

#### **4. Responsibility of the Consultant**

The overall responsibilities of the Consultant to facilitate 06 workshops with six partners of Securing Rights. Data input, an online report generation and report preparation on the Workshop.

#### **5. Expected Deliverables**

- A work plan describing the timeframe of the workshop
- Report of the workshops based on the reporting template of Oxfam

#### **6. Timeframe:**

In consultation with Oxfam in Bangladesh country team, the Consultant is expected to complete these workshops and reporting by 30 April 2020.

#### **7. Roles and Responsibilities of the Consultant and Oxfam**

In consultation with Oxfam in Bangladesh, the Consultant is expected to complete all activities listed in the scope of work section. The focal person from Oxfam's 'Economic Justice and Resilience team' will be the main contact person for the coordination and logistical support for the workshops. Consultant will be responsible for the facilitation, data input in the system, report preparation of the workshop. Oxfam will facilitate and support the consultant whenever needed:

- Provide necessary documents related to the 'Organizational Capacity Self – Assessment Tool, projects and Oxfam,
- Provide comments, suggestion and feedback on both draft and final report.

#### **8. Qualifications of the Consultant**

The facilitator(s) should have the following qualities:

- Good knowledge of and a strong relationship with participant organizations
- Well-versed in women's rights and gender justice, with a good understanding of power dynamics, feminist approaches, and intersectionality
- Neutral, non-judgmental facilitation skills that can foster constructive, reflexive, and inclusive conversations around sensitive/taboo subjects
- Experience in using participatory and engaging workshop facilitation methodologies
- Ability to incorporate the local context and use locally appropriate examples and explanations; the facilitator must not only be very familiar with the tool, but also with the local socio-cultural, economic, environmental, and political context

#### **9. Budget/Remuneration:**

Budget will be proposed by Consultant and will be finalized with the consultation with Oxfam. Proposed budget and concept note will have to be submitted at the beginning of the work:

- 2/3 pager brief concept note on the assignment/tasks
- A detailed activity plan considering deliverables
- Total budget with the specific breakdown (the budget should consist of 15% VAT and 10% Tax
- Please calculate the total budget with VAT and Tax)

### 10. Application Procedure:

The proposal (duly signed) from the individual should comprises technical and financial proposal (along with following documents). Proposal will be accepted both in hard and soft copies through email by mentioning subject line `Facilitation of the Workshop of `Organizational Capacity Self-Assessment.`

### 11. Other Documents to be submitted:

#### A. For Individual Consultant

- a) Maximum 2 pages CV highlighting related assignments completed with client name, contract person and mobile number (this person must have fulltime engagement during assignment time)
- b) TIN Certificate (PDF soft version)
- c) Two references

### 12. Selection criteria (Cumulative analysis)

Based on the experience and understanding of the tool (CAT4GJO) and Financial Criteria facilitator will be selected, and contract will be made.

\* Technical Criteria weight; [80%] and Financial Criteria weight; [20%]

Criteria	Weight	Max. Point
Criteria A: <u>Technical</u>		
<ul style="list-style-type: none"><li>• Experience facilitating training/workshop related to women's rights and gender justice, with a good understanding of power dynamics, feminist approaches, and intersectionality</li></ul>	70	70%
<ul style="list-style-type: none"><li>• Methodology</li></ul>	10	10%
Criteria B: <u>Financial</u>	20	20%

### 13. The General Terms and Conditions:

- All soft and hard copy of the assignment will be treated as the property of Oxfam
- In any circumstance's consultant shall have no opportunity to alter the timeline and planning of workshop and submission of final report as per the guideline from Oxfam.
- The consultant must maintain the standard quality of facilitation,
- The consultant shall have the responsibility to rewrite the report, modification of sections until the satisfaction of quality required by Oxfam.
- In case of any deviation, Oxfam shall have the right to terminate the agreement at any point of the project.
- Consultant shall be bound to pay back the full money to Oxfam given as advance of payment in case of any deviation, dissatisfaction of quality and other point mentioned in the agreement.
- Oxfam GB will deduct withholding tax from the consultancy fees which will be in conformity with the prevailing government rates.