
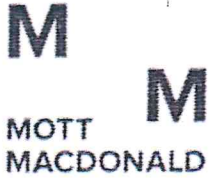


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## Terms of Reference (ToR)

### Consultancy for Organizational Capacity Assessment (OCA) of CSF Grantees (Civil Society Organizations) in Aweil, Rumbek, Bor, Torit, Wau and Yambio.

#### Introduction

The Civil Society Facility (CSF) for South Sudan is a multi-year fund established to strengthen the organizational capacity of South Sudanese Civil Society Organizations (CSOs) and increase their effective and sustained engagement with local authorities and decision-makers, so as to identify and jointly address their communities' salient needs and priorities. Ultimately, it is envisaged that a strong civil society will bring positive change to the lives and wellbeing of communities and groups. The Facility is managed by Mott MacDonald (MM) on behalf of the donor.

Support provided by CSF is expected to enable the CSOs to:

- Improve their organizational capacity
- Deepen their links with the communities and groups that they represent;
- Increase their capacity to engage constructively with authorities and decision-makers as well as purposefully engage in policy-making processes; and
- Form alliances between themselves and with other actors to work on issues relevant to the needs and priorities of communities and groups.

The key hypothesis underpinning CSF's Theory of Change is that South Sudanese Civil Society Organizations (CSOs) can play an important role in supporting communities and groups to organize, to make their voices heard, and to ensure that their needs and priorities are known to decision-makers. This will enable decision-makers to design more inclusive and effective recovery and development interventions, which will in turn lead to tangible improvements in the lives of ordinary Sudanese. The success of the CSOs depends on how well they develop their capacity, hence CSF's focus on strengthening their organizational capacity. CSF's approach to organizational capacity development focuses principally on all organizational operations and processes and the CSO's internal capacity to achieve better, more sustainable results. Participatory organizational Capacity Assessment is central to this process and was used at the beginning

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to establish the baseline organizational capacity of the CSOs and inform the capacity development plans and priorities for each partner CSO. For the purposes of Monitoring and evaluation, CSF would like to measure progress in organizational capacity resulting from CSF capacity development interventions. CSF is therefore seeking the services of a qualified consulting firm to conduct the Organizational Capacity Assessments for 34 CSOs spread across six operational hubs: Aweil, Bor, Rumbek, Torit, Wau, and Yambio. The 34 civil society partners to be assessed comprise: 3 National Intermediary organizations for capacity development; 22 CSOs; and 9 community-based organizations, which are referred to as small beginnings.

**Objectives**

The main objective of this consultancy is to facilitate an objective, data-driven assessment to determine changes in the organizational capacity of the 34 CSOs supported by CSF. To achieve this objective, the consultant is expected to



- Conduct a comprehensive and participatory Organizational Capacity Assessment (OCA) using both qualitative and quantitative methods to determine the level of each CSO’s capacity across the key domains of organizational capacity; and
- Compare the results of the current OCA with those of the endline OCA that was conducted at the end of CSF Phase 1 and subsequently considered as baseline at the start of capacity development activities in Phase 2.

**Scope of work**

The OCA will be conducted for 34 CSOs supported by CSF spread across Aweil, Bor, Rumbek, Torit, Wau, and Yambio. The CSF project aims to improve the organizational capacity of national Civil Society Organizations (CSOs) in the following domains: inclusive leadership, strategic vision and direction, good stewardship of resources, tracking results and learning to improve, and resourcing and resilience. It is expected that the OCA will assess changes in organizational capacity across these priority domains.

The consultant is expected to compare the results of this OCA with those of the baseline OCA to determine the capacity trajectory of each CSO across each of the main domains.

**Lots**

The assignment has been divided into two lots as indicated below.

LOTS	CSO/LOCATION (s)	TOTAL NUMBER OF CSOS
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Lot One	Aweil (7), Rumbek (5) and Wau (6)	18
Lot Two	Bor (9), Torit (2) and Yambio (5)	16

**Note: A consultancy firm is allowed to bid for both lots based on its technical capacity.**

### Methodology.

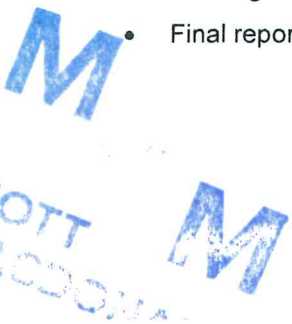
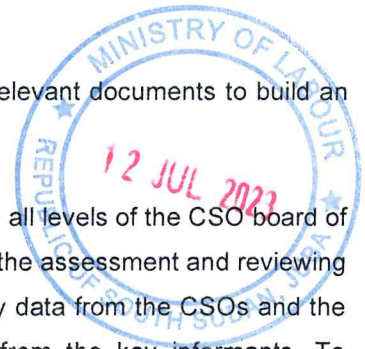
Prior to the OCA, the consultant will review the previous OCA as well as relevant documents to build an understanding of where the CSO started from.

The assessment is expected to be participatory, with individuals drawn from all levels of the CSO board of governors—senior, middle, and junior staff—playing a part in administering the assessment and reviewing and finalizing scores. The methodology will involve the collection of primary data from the CSOs and the use of the appropriate supporting documents to verify the information from the key informants. To complement the quantitative aspects, the consultant will also employ qualitative methodologies by interviewing individuals at various levels of the organization, characterizing their responses along the key domains, and using anecdotes and cases to illustrate where the organization stands in each of the domains.

Finally, the consultant is expected to compare the results of the current OCA with those of the baseline OCA conducted at the start of the project and, jointly with the CSO staff, draw conclusions on the level of progress or lack thereof across each of the domains.

### Expected Deliverables

- Development of an inception report highlighting details of the deliverables and methodologies, detailed tools, and instruments (first, the inception report will be approved by CSF before allowing any assessment). The agreement with the consulting company or firm can be cancelled if the inception report is not approved. This would include all practical operational tools that would be deployed in the assessment, the work plan, including the assessment, and report deliveries.
- Questionnaire Testing: The consultant will be responsible for testing the tools of the assessment. Refinements will be checked after field testing.
- OCA results for each assessed CSO, including a comparison between current and baseline performance across the priority domains of organizational capacity assessment
- First Draft Assessment Report: The outline for this delivery will be agreed upon during the inception meeting. However, the report should meet the assessment objectives as described in the TOR.
- Final report incorporating comments and inputs from the CSF team.



### **Time Frame**

The Organizational Capacity Assessment (OCA) should be completed within a maximum of 21 working days from the commencement of the task. The consultant(s) should submit a detailed breakdown of the assessment timetable based on the following major activities as a guideline or suggestion:

- Review of OCA tools
- Review of documentation e.g. Results of the previous OCA and CSO quarterly/annual reports
- Conduct assessment to the selected CSOs organizations
- Data analysis and report writing
- Preparation and submission of the first draft report
- Meetings with CSF and assessed organization management on initial findings and recommendations
- Incorporation of comments and finalization of the OCA report



### **The consultants should;**

- Be good facilitator and familiar with South Sudanese CSOs dynamics.
- Agree with CSF team (management, technical leads) on the methodology of the assessment.
- Lead on the assessment process and outputs
- Draft and finalize data collection tools
- Collect and analysis data
- Submit the draft assessment report to CSF
- Submit the final assessment report incorporating comments and inputs from assessed CSOs and CSF.

### **The Role of CSF shall be to;**

- Facilitate the work as per the specified activity and timeframe in the outline above
- Provide relevant documents to the consultant(s)
- Effect payments according to the agreement
- Provide timely feedback on the report from all relevant staff members.

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## Payment terms

Payment will be made based on the following schedule:

- 25% on presentation of the work plan and commencement of the consultancy work
- 75% on completion of the organisation capacity assessments and approval of the final report

## Application Requirements

Interested consultancy firms are required to submit the following documentation:

- A technical proposal with detailed response to the TOR, with specific focus on addressing the scope of work and methodology to be used
- Sample of previous works on Organizational capacity assessment or related work, etc.
- Initial work plan based on methodology outlined, and indication of availability
- A financial proposal detailing the daily rate expected, transportation costs, accommodation costs, etc. and initial work plan
- Company profile or CV including a minimum of 3 traceable, recent and relevant references to this task
- Team composition with a lead consultant, and a CV of each person to be involved in the assignment, including relevant experience in Organizational Development/Organizational Capacity Assessment.



## Management of OCA Process

- The Organization capacity assessment (OCA) exercise shall be overseen by the Team Leader and the Strategic Advisor. The consultant(s) will work closely with the Team Leader and the Strategic Advisor in undertaking the OCA, and in ensuring the methodology is suited to the specific locations.

## Evaluation of Bids

- All bids will be evaluated based on the technical and financial proposal provided in the submission.

**How to submit proposal:** You are requested to submit your narrative and financial proposals by **31<sup>st</sup> July 2023** to [hakim.jumason@csfsouthsudan.org](mailto:hakim.jumason@csfsouthsudan.org) copying in [judi.otieno@csfsouthsudan.org](mailto:judi.otieno@csfsouthsudan.org) and [henry.muni@csfsouthsudan.org](mailto:henry.muni@csfsouthsudan.org) by 5:00pm CAT.

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