



THE COLOMBO PLAN

For Cooperative Economic and Social Development in Asia and the Pacific

Colombo Plan Gender Affairs Programme

Terms of Reference

Institutional Capacity Assessment for Colombo Plan Gender Affairs Programme's Implementing Partner

1. Background

The Colombo Plan, more formally known as the Colombo Plan Cooperative Economic and Social Development in Asia and Pacific, is an inter-governmental organization based in Colombo, Sri Lanka with projects all over the world.

Colombo Plan has a membership network of 27 countries throughout the world, with Afghanistan being one of its member states receiving support from Colombo Plan since 2007. Since Colombo Plan's inception of its Gender Affairs Programme (CPGAP) in 2014, CPGAP has been leading Colombo Plan's flagship projects in Afghanistan focused on the protection and promotion of women and children's rights.

In 2014, the Colombo Plan Gender Affairs Programme (CPGAP) collaborated with a local partner organization to protect the rights of children of incarcerated women through children support centers that provide safe and clean shelter, as well as comprehensive alternative care such as medical and psychosocial care, education and other services. For the purpose of service quality assurance, general organizational success and sustainability through improved performance, CPGAP focuses on building the institutional capacity of the partner organization (implementing partner) responsible for operating these facilities.

During 2019, CPGAP commissioned an external assessment of its implementing partner, specifically the children support centers. The assessment was to examine the implementation or lack thereof the partner's original Institutional Development Plan and identifying areas of improvement since 2015 as well as ongoing weaknesses and challenges, as well as recommendations.

The assessment covered the following aspects of the partner's institutional capacity:

1. Organizational Culture, Staffing and Leadership
2. Staff Capacity and Development
3. Financial and Procurement Management
4. Delivering Commitment
5. Documentation and Record Keeping
6. Risk Management and Security Planning

From this baseline, recommendations were created for the organization, and CPGAP identified areas in which the organization requires additional training. CPGAP is seeking to conduct a follow-up institutional capacity assessment of the partner organization to evaluate the implementation of the partner’s institutional development plans since the last external assessment. The assessment shall cover the current operational capacities, identify changes brought since the previous assessment’s observations were revealed as well as identify the remaining gaps in the partner’s internal and financial operations.

The Colombo Plan requests all interested consultants and consultancy firms to submit their applications in accordance with this RFP by or before 17:00:00 GMT+0530 (Sri Lanka Standard Time) on 30 September 2020.

Please note, location of centers will not be disclosed until consultant or consultancy firm is vetted and selected for confidentiality purposes. Any information shared between the selected consultant/consultancy firm and the Colombo Plan will remain confidential.

Upon the conclusion of the institutional capacity assessment, the consultant/consultancy firm is expected to submit a comprehensive Assessment Report in English examining the implementation or lack thereof the partner’s original Institutional development Plans and identifying areas of improvement since mid-2019 as well as ongoing weaknesses and challenges. The consultant/consultancy firm is also expected to conduct a workshop to present the key findings to CPGAP and the partner organization. The consultant/consultancy firm will report to the CPGAP Deputy Director and work under the overall guidance of the CPGAP Director and Monitoring and Evaluation Manager. The consultancy is for a maximum of 30 days.

2. Scope of Work

The institutional capacity assessment should cover the following aspects of the partner organization:

Organizational Culture, Staffing and Leadership	<ul style="list-style-type: none"> • Mission, Vision and Values • Policies and Procedures • Organizational Structure • Legal Registration
Staff Capacity and Development	<ul style="list-style-type: none"> • Human Resources • Performance Management • Staff Capacity Development Plans
Financial and Procurement Management	<ul style="list-style-type: none"> • Financial Management • Budget Management • Procurement and Asset Management

Delivering Commitment	<ul style="list-style-type: none"> • Child to Caretaker Ratio • Placement Planning • Physical Environment • Programmatic Intervention
Documentation and Record Keeping	<ul style="list-style-type: none"> • Case Management • Complaints Mechanism • Reporting and Record Keeping
Risk Management and Security Planning	<ul style="list-style-type: none"> • Risk Register • Security Policy and Planning • Sustainability Plan

3. Tasks and Working Days

#	Task	Working Days – to be proposed by the consultant	Workplace
1	Submission of proposals	-	-
2	Estimated contract award	-	-
3	Desk review and submission of inception report to CPGAP	Max 4 working days	Home-based
4	CPGAP feedback on inception report	-	-
5	Complete field data collection for institutional assessments of 3 CSCs (incl. country office) in 3 provinces	Max 15 working days	Afghanistan
6	Submission of Institutional Assessment Report to CPGAP	Max 10 days for report writing (all drafts)	Home-based
7	CPGAP feedback on Assessment Report	-	-
8	1-day workshop to present findings of Institutional Assessment to the partner organization and CPGAP	1 day	Afghanistan
9	Submission of final Institutional Assessment Report to CPGAP	Max 10 days for report writing (all drafts)	Home-based

4. Expected Deliverables

- An Inception Report detailing methodologies to be used and sample size calculations, a detailed execution plan, and data collection tools that will measure organizational culture, staffing and leadership, staff capacity and development, financial and procurement management, delivering commitment, documentation and record keeping and risk management and security planning;

- Weekly reports on progress of the work to CPGAP Director;
- One day workshop with the Implementing Partner and CPGAP to share findings of the Institutional Assessment. During the workshop, the consultant will meet the partner organization and deliver a presentation of the key findings and recommendations of the Institutional Assessment to CPGAP.
- A comprehensive Institutional Assessment Report in English examining the implementation or lack thereof the partner's original Institutional Development Plan and identifying areas of improvement since last year's institutional capacity assessment as well as ongoing weaknesses and challenges, submitted to CPGAP Director (soft copy);
- Collected (raw) data after analysis submitted to CPGAP alongside the final report.

5. Consultant(s) Qualifications

The consultant shall possess Afghan local experience in the management of field data collection, safe procedures for data capture and in data processing and analysis in the area of institutional capacity, including financial management, human resource management, and organizational management and administration. Preference will be given to consultant(s) who is fluent in English and Dari and with prior in-depth experience working in Afghanistan, with a proven track record of working on children protection projects.

1. At least 8 years' professional experience undertaking organizational development assessments and surveys and familiar with tools such as the Organizational Capacity Assessment Tool (OCAT);
2. Effective and efficient data gathering, report drafting, editing, presentation skills and data analysis;
3. Team Leader should ideally have experience conducting similar assessments in Afghanistan;
4. Demonstrated capacity to complete, either in person or virtually, assessments in Kabul, Badakhshan and Balkh provinces in Afghanistan;
5. Fluency in English. At least one member of the team must speak Dari. Knowledge of Pashtu would be an advantage;
6. Proven experience working in Afghanistan and demonstrated capacity in conducting field work in provinces in Afghanistan; and
7. Prior experience with children support centers is a plus.

6. Reporting and Administration

- The Team Leader will report to the CPGAP Deputy Director and work under the overall guidance of the CPGAP Director and Monitoring and Evaluation Manager. The Team Leader will also coordinate with relevant stakeholders.
- Weekly progress reports need to be submitted to CPGAP Deputy Director.
- Records of contracts and terms of reference given to research team members, field execution plans, completed data collection tools, minutes of workshops need to be maintained.
- Vouchers, Bills, invoices and records of travel undertaken, administrative costs, and payments for team members need to be maintained.

7. Work Station

Consultancy will be a combination of home-based and field work in Afghanistan. The centers' specific locations will not be revealed until consultant/consultancy firm is vetted and selected for confidentiality purposes. A recent internal risk assessment found the location of the centers to be relatively safe as security is currently stable in the region.

8. Time Frame

To complete this work, a schedule of 30 working days is anticipated. The completed Report should be submitted by 31 December 2020.

9. Mode of Payment

The Payment will be made in Five Installments:

Installment	%	Deliverable
First Installment	10	Signing of contract
Second Installment	30	Approved inception report including methodology, execution plan and tools for the entire assessment
Third Installment	20	Submission of Institutional Assessment Report
Fourth Installment	20	Completion of stakeholder workshop
Final Installment	20	Approved final Assessment Report and all due deliverables

10. Applications

Interested consultants/ consultancy firms must submit the following documents:

1. A cover letter with a brief presentation of your consultancy and skills explaining your suitability for the described Scope of Work;
2. A brief proposal (up to 5 A4-pages) on how you will approach and conduct the work including methods you will use, work plan, role of team members and contact details of the Team Member;
3. An all-inclusive budget for the assignment in US Dollars (with breakdown of payments for human resources, travel, accommodation, administrative costs);
4. CV(s) of the proposed team members (maximum 3 pages of A4 per CV)
5. Three non-related referees (name, designation, institution, contact details incl. of official address, e-mail, telephone. Endorsement and Reference Letters are accepted)

Application consisting of all required documents should be emailed as one PDF document to cpgaproposal@colombo-plan.org by or before 17:00:00 GMT+0530 (Sri Lanka Standard Time) on the 4th of October 2020.

Only applications inclusive of all the required documents will be considered. Only short-listed candidates will be contacted for an interview/ request for supporting documents.

For additional information, please send an email to: cpgaproposal@colombo-plan.org

CPGAP will provide additional information at its earliest convenience, however, any delay in providing such information will not be considered a reason for extending the submission date of your proposal.

11. Criteria for the Evaluation of Technical Proposals

Category	Score
Specific experience of the consultant(s) relevant to the assignment	10
Adequacy of the proposed methodology, work plan in responding to the terms of reference: a) Technical approach and methodology: 20 points b) Work plan: 20 points	40
Key professional staff qualifications and competence for the assignment:	50
Total	100

The weights given to the Technical and Financial Proposals are:

Technical Proposal = 70% and

Financial Proposal = 30%